

Three receive U of T's highest honour

Dr. Ernest McCulloch of the Ontario Cancer Institute and Professors Francis Sparshott of philosophy and Bernard Etkin of the Institute for Aerospace Studies are this year's recipients of the highest honour that U of T confers on its faculty members.

The three have been named University Professors for the excellence that they have demonstrated in teaching and research. Besides the

title, they receive research grants of \$4,000 a year for up to five years. The title is held until age 65; after retirement it becomes University Professor Emeritus.

No more than 15 University Professorships may be held in any one year. University Professors are chosen by a presidential advisory committee chaired by the provost.

For stories on this year's recipients see pages 4 and 5.

Budget guidelines suggest more job cuts to come

Budget guidelines prepared by the Budget Planning Secretariat for the Planning & Resources Committee say about 140 more positions at U of T will probably have to go next year even if the Ontario government funds the universities at two percentage points over the five percent salary increase limit it has imposed on the public sector. If the increase is held to six percent 60 more positions would be lost.

Only with a funding increase of 12.5 percent would the University be able to balance income and expenditure without reducing the range of activities and number of employees below the 1982-83 level. By applying the \$5 million dedicated fund that is being accumulated this year, the University could balance its budget for next year and maintain the same level of activities and employees if the increase were 10.3 percent.

Assuming a seven percent increase, there will be a \$17.3 million shortfall in 1983-84 unless

- the \$5 million dedicated fund created this year is used up
- salary and benefit costs are reduced by \$4.5 million as a result of 1981-82 complement reductions
- \$2 to \$3 million is cut from non-salary expenses and
- further savings of \$5 to \$6 million are effected through early retirements, voluntary resignations, job cuts and turnover savings — the difference between the salary of an old employee who has left a job and the new employee.

The guidelines acknowledge that even with these moves a deficit is possible since the University of Toronto Library Automation Systems (UTLAS) has been relieved of its obligation to pay interest on money lent by the University. However, it warns that because further trouble is expected in the years ahead a balanced budget for 1983-84 is highly desirable.

The staff cuts come on top of cuts of 115 staff and 20 faculty positions out of the original complement budgeted for in 1982-83. The number of academic positions budgeted for this year, say the guidelines, was already 35 below that for 1981-82. A fund to encourage early retirement or voluntary resignation is suggested, the cost to be considered an extraordinary expense to be handled outside the current policy limits on accumulated deficits.

The expedient of increasing fee income by admitting more students than has been planned is rejected by the secretariat, but it says the possibility may have to be re-considered later in the year.

The need for a stepped-up public relations campaign to alert the public and the provincial and federal governments to the worthiness of U of T is acknowledged by the secretariat. It also suggests that attention be focused on new or expanded income sources.

The guidelines provide criteria against which cuts or increases can be assigned to academic programs and administrative services. Such advisory groups as the President's Advisory Committee on Institutional Strategy are to be consulted by the vice-presidents and vice-provosts as to courses of action suggested by the application of the criteria.

Loebs give magnificent collection to University, endow Chair

The University of Toronto has been endowed, by Fay and Jules Loeb of Toronto, with a major Canadian art collection in addition to the residence in which it is housed, and a Chair in Canadian art history.

Professor Robert Welsh, chairman of the Department of Fine Art where the Chair will be established, described the collection of more than 200 works as a valuable academic resource.

"I am deeply impressed by the balanced historical range and the exceptionally high quality of Canadian art in the collection."

Ranging from pre-Confederation to contemporary works and featuring Canada's most renowned artists, the collection was started by Mr. and Mrs. Loeb in 1948 and is now worth several million dollars. It has been shown across Canada and internationally in Europe, South America, and Great Britain.

The Fay Loeb Chair in Canadian Art History, as the only one of its kind in the country, will provide a foundation for scholarly research and graduate studies.

The endowment received approval from Governing Council Nov. 18. Chairman John Whitten noted that the acquisition has an everlasting value for the University. "Our students will be immeasurably enriched by this splendid and generous gift."

"This gift is a landmark, not only for the University, but for the

province and nation as well," says President James M. Ham. "It will strengthen the teaching of Canadian art in a magnificent and unique way."

The Loeb family home, included in the endowment, ensures appropriate housing for the art treasures. Interior renovations should be completed by 1984, at which time the collection will be available as a learning resource for scholars and graduate students.

"We chose to give our collection to the University of Toronto because of

the specific educational benefits for the students of Canadian art history," says Fay Loeb. "In that regard, my husband and I feel strongly that there are viewing advantages to a living-with-art environment, as opposed to institutional viewing."

Originally from Ottawa, the Loebs have been active in the Canadian art scene for 35 years. Mrs. Loeb has been president of the National Gallery Association and now runs an art consultancy business.



ROBERT LANSDALE

President James Ham with Fay and Jules Loeb.

Continued on page 2

Budget guidelines

Continued from Page 1

Each vice-president will be given responsibility for assigning the secretariat's 1983-84 budget target to the divisions. Within a budget group, reductions made in one division may be used to fund additions in another division at the discretion of the responsible vice-president provided that the additions are in line with officially approved plans. This is a version of the "envelope" system used by the federal government. Under this arrangement, reallocations other than those initially recognized by the secretariat will have to be funded from other resources available at either the vice-presidential or the divisional level.

The background to the guidelines and the proposed guidelines are reproduced in full as a supplement inside this issue.

UTFA plans fundraising symposium

Hard on the heels of its lobbying workshop, the U of T Faculty Association is organizing a day-long symposium on alternative funding to be held Jan. 18 at Hart House.

All members of the University community will be invited to attend. Topics will include fundraising approaches used at U of T, approaches elsewhere, and U of T "success stories". The day will end with a roundtable discussion on "Plotting the future of fundraising at U of T." U of T administrators, faculty members and representatives of campus groups will be invited to participate along with fundraisers from other universities and the private sector.

OISE's adult education dep't in top three in North America

The adult education department of the Ontario Institute for Studies in Education (OISE) has been ranked third best in a survey of North American graduate programs in that field. A random sampling of professors was asked by the Learning Resources Network in Kansas to indicate which institutions had the highest quality, based on a number of factors including number of students graduated, range and number of faculty and publications. The adult education department at the University of British Columbia placed second, and the University of Wisconsin was first. "It's sort of a game, but it's useful," says Professor Donald Brundage, chairman of the department at OISE. "It's nice to have to send on to your director."



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Arts and science Saturday

The second annual "Arts and Science Saturday" drew 900 high school students to University College Nov. 13. Every department and college was represented, as were student services, associations, and, for the first time, professional faculties. Medicine did

a roaring business, according to Peter Harris, the faculty's director of student affairs. "I think by 1990, everyone is going to be either a doctor or a chartered accountant."

News in Brief

New head of SSHRC

The director of the National Museum of Man, William E. Taylor, Jr., has been appointed president of the Social Sciences & Humanities Research Council (SSHRC) succeeding André Fortier who has retired from the public service.

Taylor has been director of the National Museum of Man since 1967. He will continue in this post and serve concurrently as SSHRC president to oversee planning of the new National Museum of Man facilities.

A specialist in Arctic archaeology and the architect of the museum's national research and outreach programs, Taylor has a BA in anthropology from U of T, an MA in sociology from the University of Illinois, and a PhD in anthropology from the University of Michigan.

He was Arctic archaeologist and chief of the archaeology division at the museum from 1956 to 1967. Taylor is a Fellow of the Royal Society of Canada, the Royal Geographical Society of Great Britain, the Arctic Institute of North America and the American Association for the Advancement of Science. In 1982 he received the Royal Society of Canada Centenary Medal for his work at the National Museum of Man.

Pitt interim OCA president

Clifford C. Pitt has been appointed president of the Ontario College of Art (OCA) for 12 to 18 months, during which time a presidential search is being conducted. Pitt will take office Jan. 1, 1983 on the departure of Paul D. Fleck who leaves to assume the presidency of the Banff Centre for Continuing Education.

Pitt, who recently retired as president of the Ontario Institute for Studies in Education after serving for seven years, served as president of OCA from 1972 to 1975.

Leyerle heads grad school association

John Leyerle, dean of the School of Graduate Studies, was elected president of the Canadian Association of Graduate Schools at the annual meeting held earlier this month in Ottawa. He had just completed a one-year term as vice-president.

Deans from 30 graduate schools across the country constitute the membership of the association, which gathers and analyzes information on enrolment and research in addition to serving as an advisory body to the federal government, particularly its granting agencies.

Leyerle is the first U of T dean since Ernest Sirluck to head the association.

New degree program at Mac

McMaster University has instituted a new degree program for top students who want to pursue a broad range of subjects. Graduates of the arts and science program, now in its second year, will be equipped for further study in the arts, sciences, mathematics and technology. They will also, through their experience in inquiry seminars, learn how to apply or increase knowledge in a particular area of immediate practical concern that may or may not fall within the bounds of their course of study — the consequences of censorship or world population growth, for example. Enrolment in the program is limited to about 40 new admissions per year. Last year applications from 60 qualified students were received and 24 were selected; this year nearly 300 applications were received.

OISE honours leading educators

Four leaders in the field of education will be honoured Nov. 22 when they are named fellows of the Ontario Institute for Studies in Education (OISE).

The fellows awards were created in 1973 to recognize outstanding leadership in education in Ontario. This year, for the first time, a fellow will be chosen in recognition of his contribution to education at the national level.

Margaret Beckingham, school principal with the Peel Board of Education and former president of both the Ontario Teachers' Federation (OTF) and the Federation of Women Teachers' Associations of Ontario (FWTAO), will be presented for her award by Florence Henderson, executive secretary of FWTAO. Ruth Vernon, superintendent of children's programming for TVOntario and creator of numerous series such as *Readalong*, will be presented by James Parr, chairman of TVOntario. Harding P. Moffatt, retired deputy minister of education for Nova Scotia and honoured for his contributions at the national level to the cause of educational research and to the study of education finance, will be presented by the Hon. Terence Donahoe, minister of education for Nova Scotia.

A special posthumous fellow award will be made in honour of J. Roby Kidd, founding chairman of OISE's Department of Adult Education and internationally respected leader in adult education. Walter Pitman, executive director of the Ontario Arts Council, will make this presentation.

Her Honour Judge Rosalie S. Abella will deliver the address at the fellows award ceremony, which will take place in the OISE auditorium.

Forgive \$12.2 million loan to UTLAS

Governing Council decides in closed session

After an *in camera* session lasting nearly an hour Governing Council voted approval Nov. 18 of a motion to waive the annual interest charges from May 1, 1982 on funds advanced to the University of Toronto Library Automation Systems (UTLAS). The decision is to be reviewed before Dec. 31, 1983 and every two years thereafter.

Council accepted the 1982-83 budget for UTLAS on the understanding that the University of Toronto's total advance to UTLAS at April 30, 1983 will not exceed the \$12.2 million already authorized.

The University's external auditors had advised that it was improper to accrue the interest on the UTLAS loan in view of the uncertainty that exists about the collectability of the interest. The 1982-83 finance charges amount to \$1.7 million.

The UTLAS budget for 1982-83 projects a loss of \$2.7 million over and above the finance charges. Last year's net loss was \$2.2 million and finance charges were \$775,000. Net capital for this year is \$474,000. Discussions between U of T and the government of Ontario and private investors indicated that UTLAS's operations cannot support a debt-financed capital structure.

The financial statements were tabled at meetings of the Business Affairs Committee and the Audit & Finance Subcommittee held in closed session Oct. 27.

At the Governing Council meeting President James Ham reported that \$4 million of the \$5 million dedicated fund has already been accumulated.

The President said that given the difficulties of our economy it is unlikely that simply pleading underfunding will result in an adequate increase in operating grants from the government. A stronger public relations effort is needed, he said, to tell the public and its governments what a university can be. Graduates in particular can carry the message, said the

President, and he is going to urge the alumni association to encourage a greater commitment from graduates.

The President, who recently returned from a trip to Korea and China, said he believes U of T should develop in the next few years strong programs of study in the culture and languages of Japan, Korea and China. He noted that the University is forging links with Chinese universities in the fields of medicine, business and electrical engineering and discussions have taken place about exchanges in astronomy and mathematics, physics and chemistry. He said he personally prefers to develop working relationships based on specific strengths rather than to twin one university with another.

Replying to a question put at the last meeting, the President said relations between the Toronto Typographical Union and the University of Toronto Press are covered by their collective

agreement and do not require action by Council. The press has laid off union members and contracted with non-union shops for some jobs. Jim Buller, president of local 91 of the union, has been invited to discuss the issue with Vice-President (Personnel and Student Affairs) William Alexander and if problems still remain he will meet with Buller himself, said President Ham.

Council chairman John Whitten said the Press has an obligation to break

even and to honour its contracts with external bodies.

Asked why \$500,000 was spent in renovations to the Office of Business Affairs, the President replied: "The decision was mine. For two years I have conveyed to Governing Council my concern that the business management of this University be improved, that the vice-president for business affairs must be an anchor point of effectiveness. We strengthened the staff and the renovations were essential."

At its Nov. 18 meeting, Governing Council

• approved an amendment to the constitution of the School of Continuing Studies (SCS) calling for a council composed of the President of the University, the vice-president and provost or a delegate, the director of SCS or a delegate, one member of Governing Council, five members of the teaching staff, five members from outside the University, two other members of the teaching staff, two students, one representative from the Department of Alumni Affairs and one member of the administrative staff of SCS

UTCS compiles software inventory

The departments of French, mathematics, surgery and astronomy are all interested in the same computer program adapted by Dr. Raisa Deber, a professor in the Department of Health Administration. This program enables users to store bibliographies on computer and to manipulate them in ways impossible with most bibliography software.

The program, written in the computer language SAF to run on U of T Computing Services' (UTCS) IBM computers, allows up to nine key words to be appended to a bibliographic entry.

"I find it useful to code articles by the city where the author works as well as the more obvious ones of title,

topic, date and publication," says Deber. The beauty of this program, she adds, is that users are not limited to any predetermined key words.

One person familiar with the program is Frank Spitzer, faculty liaison officer at UTCS. "There is probably no department on campus that does not have some use for computers, and many of them use similar programs."

He cites Deber's program as an example of the need for the software inventory he is compiling in an attempt to prevent unnecessary duplication of software on campus.

Software may cost anything from a few dollars for a small program to the \$3,500 per month for the student records database. UTCS itself spends approximately \$400,000 a year on software, some produced by UTCS and some, usually the larger packages, purchased from outside companies. There is probably a similar amount spent by the rest of the University as well, says Spitzer. "Our goal is to improve the quantity and quality of computing at U of T with the resources available."

Forms for the inventory ask for information on the machine and operating system on which the program is run, the language in which it is written and other pertinent information.

Not all problems will be immediately transferrable to another computer. UTCS itself has four generally incompatible families of computers: IBM, DEC10, VAX and UNIX; many other computers are on campus, including microcomputers such as TRS80s, Apples and PETs.

Even if an immediately transferable program is found, making use of it might not be that simple. Software is used under licence from its writer. Some licences are machine-specific, that is, they can only be used on the computer for which they were originally purchased. Others are site-specific: they can be used by anyone within the department or faculty or perhaps even anyone on the University campus. Some are transferrable with a small extra fee.

Divisions in the University would expect to receive some fee if their programs were used elsewhere on cam-

pus, but this is only fair and reduces the cost of a program for everyone using it, says Spitzer.

Other types of programs in use around the University, says Spitzer, include databases, modelling and statistical analysis. There are even games programs: the psychology department uses them for studying human reactions to computers.

So if you are running PacMan (or any other program) on your computer, let UTCS know: other departments might like it as well. Forms are available from Frank Spitzer, room 350, McLennan Physical Laboratories, telephone 978-4619.

Meeting of COU — Oct. 29, 1982

- Reviewed the proposal for a study of tenure to be conducted by an external management consultant. The proposal has been referred back to the executive committee, which will bring forward recommendations as to the appropriate composition and monitoring role of the steering committee for the project, and as to what portion of the study might most suitably be undertaken by the academic community itself

- Discussed the present state of the Ontario university system, in the light of the lack of response to the Fisher report, and initiatives by OCUA to revise the funding formula. Issues under discussion included the relationship between the size and scale of the system and academic quality, accessibility policy in the face of current funding projections, tuition fee levels, and the rationalization of academic programs

- In response to the question posed by colleges and universities' minister Bette Stephenson at the recent CMEC conference: "Are there ways of truly determining the quality of post-secondary education? If there are such ways they need to be more clearly defined . . .", council will gather information on institutional practices for program quality review and control "as a contribution to the ongoing discussion"

FEUT, OISE plan integration

The Faculty of Education (FEUT) and the Ontario Institute for Studies in Education (OISE) are to develop, by Jan. 1, 1984, a plan for integrating their respective programs, services, and activities. The plan will be developed with direction from the Joint Council on Education, a body established under the recent Agreement of Affiliation between OISE and the University.

As a step towards reunifying education studies at U of T, FEUT won approval Nov. 15 from the Planning & Resources Committee for a proposal to develop a heightened level of practical, school-based research which would complement research carried out by OISE. (The research component of FEUT was phased out in the mid-60s, re-emerging as OISE.)

"The Faculty of Education can no longer afford to concentrate on its traditional teaching role to the exclusion of other activities essential to a first-rate professional faculty," says the written proposal submitted to central administration by Dean John W. MacDonald.

The proposal involves amending FEUT's official plan, as it was approved in 1979 by the Planning & Priorities Subcommittee. However, it

will not entail additional funding.

If approval is also given by the Academic Affairs Committee and Governing Council, FEUT will be free to apply for a Connaught Development Grant and to redirect resources within the faculty to stimulate growth of research activity. Assistance and advice in research design has been offered by OISE and the two institutions are currently discussing a joint project in Early Childhood Education.

"This kind of cooperation could and should effect a much closer relationship," says the written proposal.

In conjunction with OISE, FEUT will be developing a joint plan for realizing research objectives and will then submit it for review by the joint council.

During the 1981-82 academic year, individuals and teams at FEUT received support from such agencies as the Social Sciences & Humanities Research Council, the Ministry of Education, and the Ministry of Community & Social Services for research projects on child abuse, computer software development, individualization of classroom programs, and other topics. Additional avenues for research funding are being explored.

Responsible for improvement in treating leukemia

Researcher hopeful of closing in on the disease

by Judith Knelman

Dominating the walls of the office of Dr. Ernest McCulloch at the Ontario Cancer Institute are blow-ups of two photographs he took on a trip to Europe. One, of a bridge, he uses as a test of the resourcefulness of people who ask to work under him. Some can't pinpoint the location, though a small sign in the picture identifies it as *Pont Neuf*. "I tell them they don't have to do it the hard way," says the doggedly methodical leukemia researcher.

A much smaller photograph tacked onto the back of the door is the most important one in his collection. It is of lumps on the spleen of a mouse, and he keeps it for sentimental rather than aesthetic reasons. The historic picture was taken during an experiment in 1960 that showed that the lumps were colonies of cells each of which had started from a single stem cell. He and his colleague, Dr. J.E. Till, published their findings in 1961 and devoted the next nine years to gaining an understanding of those colonies. In 1969 they won a Gairdner award for their work on mouse cells.

Shortly after that they stopped studying mice and began growing cell clones in cultures from cells that had been removed from leukemia patients. McCulloch had a lifelong interest in leukemia, a disease of the stem cells, and gradually his focus narrowed to the nature of the blast cells in acute myeloblastic leukemia. Till's broadened to epidemiology, and the collaboration eventually became an intellectual one only. "Now it's a collaboration of conversation," says McCulloch.

Their research and the research that McCulloch has done on his own and with others at the institute have changed the understanding of how drugs work on leukemia patients so that the target now is not all cells but only stem cells. It has helped establish marrow transplantation as a treatment for leukemia. Even without transplants some patients have lived as long as 10 years without any apparent recurrence of the disease, but why and for how long are questions that haunt McCulloch. Between 50 and 60 percent of leukemia patients now enter remission, but of those 90 percent will relapse.

"It used to be a dreadful disease," he says. "Patients would be dead in six months. Then in the 1950s doctors began to be able to treat it and get some patients into remission. It seemed that these people were almost cured, and then back would come the disease. It represented such a puzzle and a challenge that I couldn't help be interested in it."

When McCulloch completed his studies in haematology in 1954, leukemia was in the province of that specialty, but the specialty of oncology — the study of cancer — had not yet developed. Now he would more properly be called a haemato-oncologist. Except for a six-month stint as a medical practitioner early in his career when he needed to increase his income, McCulloch, 56, has devoted himself to research, administration, and teaching. He was director of the Institute of Medical Science at U of T from 1975 to 1979 and assistant dean of the School of Graduate Studies from 1979 to 1982 and is now head of the division of biological research of the cancer institute. He is also the editor of a journal, a member of several editorial boards and the author of nearly 200 articles. In 1974 he was elected a fellow of the Royal Society of Canada and in 1977 was awarded a

Silver Jubilee medal. A full professor in the Department of Medical Biophysics and the Department of Medicine in the Faculty of Medicine, he works mostly with doctoral candidates who are already MDs, postdoctoral fellows and medical colleagues.

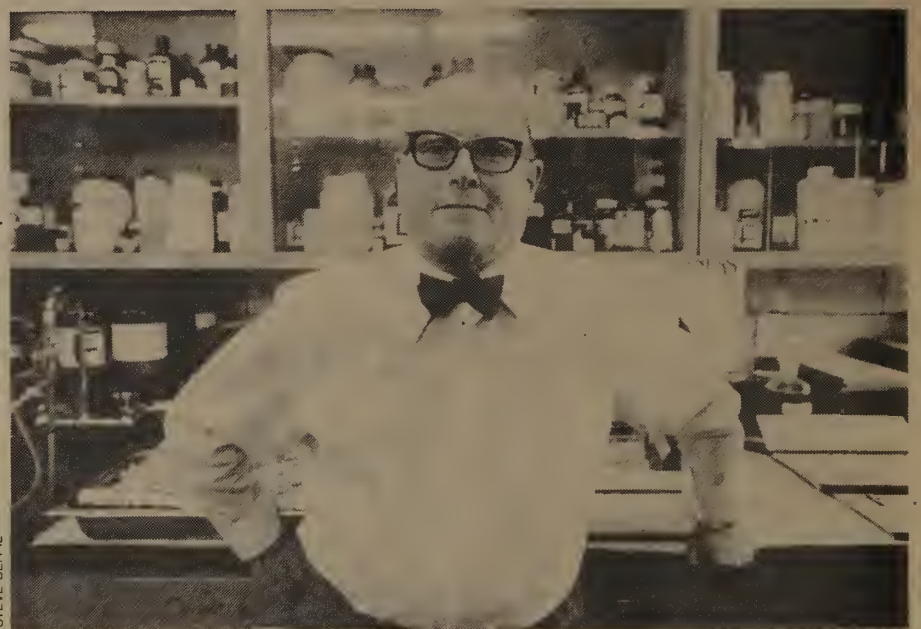
His research has been largely supported by the National Cancer Institute of Canada, the Medical Research Council and the Ontario Cancer Treatment & Research Foundation.

Recent efforts have shown him that blast cells from patients with acute myeloblastic leukemia will form colonies in laboratory cultures that consist exclusively of blast cells. That takes him one step closer to finding out the cause of the molecular change in a cell that makes it leukemic. "We've been looking at whole cells. Now we're anxious to look at the DNA."

He feels that researchers are closing in on the disease. "You don't suddenly find yourself very much wiser one day than you were the day before, but the little bits of knowledge we acquire add up. We know a good deal more than we did 10 years ago. The genetic changes in each cell are very complex and will take a lot of unravelling by people with a variety of different skills and in a variety of disciplines. I don't really expect that anybody will find a simple answer quickly."

When the answer comes, he says, it will not likely be the work of one person. His day-by-day goal is to increase the level of understanding of the disease, but his long-term goal, he says, is "to be able to do something about leukemia". He is well aware that there is a gap between the conceptual and the practical but feels that the bridge is being built that will eventually connect the two goals.

Away from the institute McCulloch likes to relax at a country retreat with 25 acres of wooded land. He sails but no longer golfs because time for recreation is short. He is married to a former nurse and has five children between the ages of 15 and 27.



Dr. Ernest McCulloch

Former dean influenced plane design for 40 years

Now inventor, entrepreneur

by Pamela Cornell

When Bernard Etkin agreed to become dean of the Faculty of Applied Science & Engineering in 1973, he told colleagues his research days were over and he would probably never publish again. By that time, he'd had 30 years' experience in teaching, research, and writing at the University and he felt ready for a change. The appointment was to be for seven years, ending just two years before his retirement. With a mixture of sadness and anticipation, he left his lab at the Institute for Aerospace Studies in Downsview and moved down to the St. George campus.

As dean, Ben Etkin automatically became president of Infrasers Ltd., a small company willed to the

University by Herbert Haultain, the mining engineering professor after whom the environmental studies building was named. The company manufactured two kinds of lab instruments for monitoring mineral composition — the infrasizer and the super panner — both invented by Haultain and designed to sort fine mineral powders by size or substance, using fluid dynamic principles. Etkin could never have imagined the effect that little company was to have on his career.

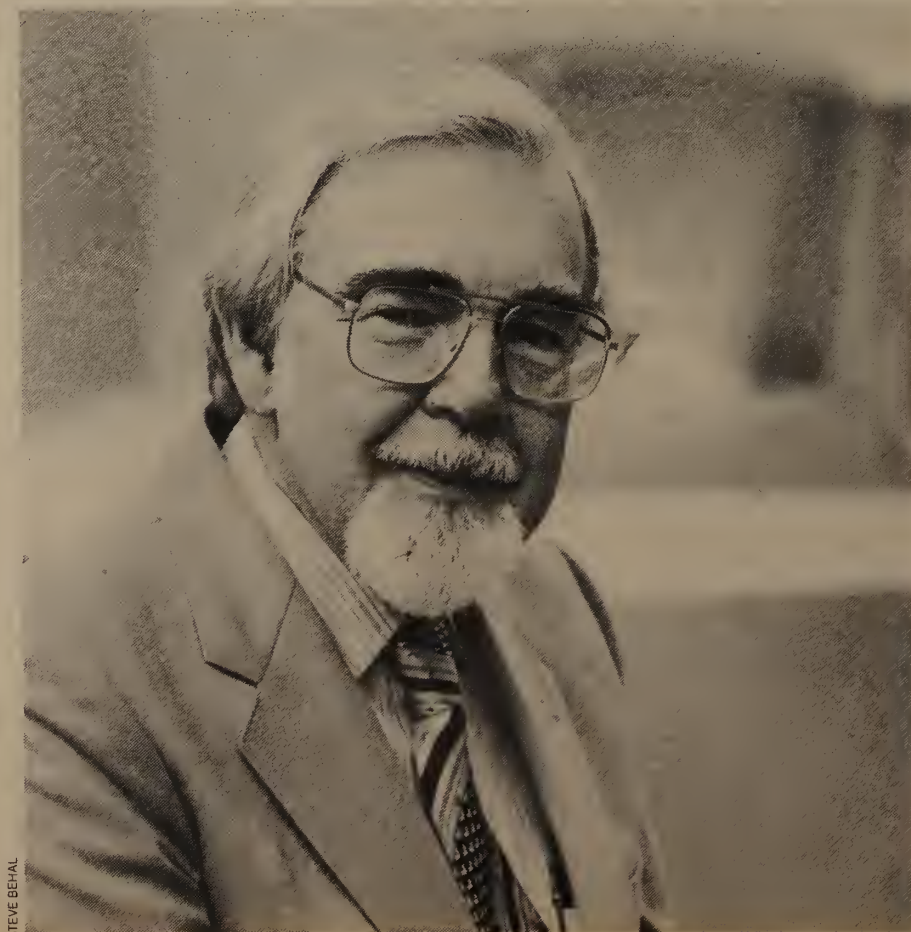
Directly above the dean's office was an undergraduate lab for aerospace work. Often, Etkin would slip upstairs to join in studies of air curtains being carried out in a scaled-down precipitation wind tunnel and using tiny glass spheres to simulate rain. It was while watching these particles being transported by the air flows that Etkin suddenly envisioned how infrasizing could be speeded up and converted from a small-batch "analysis" process to a continuous production process. He could hardly wait to get back into his own lab to perfect his invention.

"At every opportunity, I was going up to that lab. Finally, I said to myself, what the hell, that's where I'm really having my fun."

He requested that his term be shortened to five years but then the Sandford Fleming fire threw the faculty into chaos so he agreed to stay on for one more year.

"Being dean was interesting and worthwhile," he says, "but it never gave me the same sense of sheer joy and elation I got out of discovering and defining scientific problems then trying to solve them."

He's been back at Downsview for three years now and work is proceeding nicely on his Infraser MK II and his TERVEL separator (for terminal velocity). Working through the University's Innovations Foundation, he has had his inventions patented and licensed for manufacture to W.S. Tyler of Canada. To facilitate the research and development, the Natural Sciences & Engineering Research Council has



Professor Bernard Etkin

Wrote major work on perceiving the beautiful

Aesthetics professor says philosophy is 'all lies'

by Pamela Cornell

Students wandering the halls of the New Academic Building at Victoria College during registration time are likely to encounter a curious piece of propaganda on the door of room 226. Mounted side by side on a piece of cardboard are two snapshots. One is of a skinny young man, whose short-sleeved shirt emphasizes his bony arms, while his clean-shaven, ingenuous face reflects his youthful vulnerability. The other is of a rugged-looking bearded chap in a plaid lumberjack shirt. The caption underneath reads: "Study philosophy. It will make a man of you."

The character — and he is a character — in those snapshots is philosophy professor Francis Sparshott; and the "poster" is typical of his quirky attitude towards students, his subject, and himself. Quirks notwithstanding, the Sparshott (as he is known to those who have received

correspondence stamped FROM THE OFFICE OF THE SPARSHOTT) has built up an international reputation in that area of philosophy known as aesthetics, which explores the perception of the beautiful.

His fifth book, *The Theory of Art*, was published this summer by Princeton University Press. He worked on it from 1966 to 1979 and predicts it will make or break his academic reputation. A popular bestseller it will not be. In fact, he says, except for some mischievous footnotes, its appeal is rather limited.

Also published recently was a new edition of Homer, incorporating an emendation Sparshott had proposed. This latest edition, published in Italy, accepts his arguments in favour of departing from the traditional version of the text.

"Because of me, Homer will be different," he observes with his customary drollery. "Now that's

power!"

Sparshott was gratified, too, when he was invited to contribute a lengthy piece on aesthetics for that definitive music encyclopaedia in 20 volumes, *The New Grove Dictionary of Music*.

"Desperate students consult those things year after year, which means I can corrupt the minds of generations."

Lest the listener be impressed, he is quick to point out that aesthetics is not generally considered a reputable area within philosophy because art itself is deemed a fringe subject. In contrast, logic is regarded as a weighty area, what with its invaluable role in computer science. Since aesthetics is not a "selling thing", he says, most universities only offer one course, typically at the undergraduate level. To supplement his own timetable, he draws on his knowledge of Greek and Latin to teach ancient philosophy. If aesthetics is so dubiously viewed, why did a scholar with other arrows in his quiver go into it in the first place?

"I was junior man in the department and not teaching many hours so when someone was needed to teach an aesthetics course, our formidable chairman, Fulton H. Anderson, commanded me to take it on. The department gave me two weeks' notice; that way they got a fresh approach."

Dissatisfied with most of the material, Sparshott set about writing his own text but "lost his nerve" when it came to prescribing the book for his students.

Now, at 56, he claims he just wants to take an early retirement.

"I feel there's nothing much more to do around here. Increasingly, I find I'm having trouble preparing my courses. I suppose everyone has that trouble but most don't grumble about it. I'm full of self-pity and other senile complaints."

"It's not that I'm miserable. I just don't know what I'm doing. My notes mean less and less to me every year. More and more, I realize they're all lies and that it's lies the students want. We've made philosophy into lies by reducing it to a school subject."

That's been happening since the third century, he says, so few philosophers escape the charge, though he allows that Plato and Aristotle are okay if one reads the text, and not the textbooks. Sparshott further maintains that the long dominance of Christianity and the close association of theology with

philosophy have meant that the bottom line is some sort of dogma: believe or go to hell. Philosophy shouldn't have anything to do with questions of orthodoxy and opinion, he insists.

If Sparshott were to retire, his inventive mind would ensure that he'd have no difficulty passing the time. A few years ago, he devised a snakes-and-ladders-style board game in which players advance or fall back for having scored social coups or committed *faux pas*, all with reference to the distinctive standards of Victoria College. He also composes cryptic crossword puzzles, though he finds the process disturbing.

"Everything becomes an anagram. It scrambles the mind. Very dangerous when driving."

Foraging in the garbage behind stereo stores, he has rescued styrofoam packing and turned it into whimsical sculptures (after first wiping off all traces of banana peel). As yet, these striking forms have not won any awards, unlike his poetry which, in 1958, won a medal from the University of Western Ontario and, in 1981, placed first in the poetry section of the CBC's annual literary competition.

Photography is another of his hobbies, with wild flowers and Inuit carvings his usual subjects. Some of the Inuit art photos helped illustrate a talk he gave last month in Banff, at the annual conference of the American Society for Aesthetics, of which he is president. "Cold and Remote Art" was the title of the lecture; his own response to Inuit art is very warm indeed. He regularly visits Inuit exhibitions and has collected a modest number of pieces.

As for being appointed a University Professor, Sparshott says he doesn't consider himself to be in the same league as Northrop Frye and, in any case, he would much rather have had an honorary degree instead. He never got around to acquiring a "real" doctorate because he was snapped up to teach here, immediately after earning a "first" at Oxford in 1950. Of course, there's a good chance Oxford would let him have a DLitt on the basis of his subsequent scholarly work but first they'd want six copies of every book and article he'd ever published. The postage would be prohibitive.

On the subject of his scholarly achievements, Sparshott says, with characteristic modesty: "I don't think I've made much impact but then they say a person doesn't smell his own stink."

provided a \$64,000 PRAI grant (for Project Research Applicable in Industry) and indicated that a similar amount could be available for a second year.

"This is the most exciting phase of my career," he says, "trying to perfect a practical technological innovation that will be commercially successful in the marketplace. That's a challenge, I can tell you."

Seeing his wholehearted enthusiasm for this project, it's hard to imagine there was ever anything else in his life. But of course, there have been many other projects in the past, and no less enthusiasm. A student filling in a teaching evaluation form once complained that "Professor Etkin has the bad habit of thinking everybody is as fascinated with his subject as he is."

That eagerness to communicate the subject he loves so much is probably one reason his 1959 textbook *Dynamics of Flight* is still in use and has been translated into Chinese, German, and Russian. In a field where obsolescence comes swiftly, Etkin didn't expect his book to have a shelf-life of more than five years. It's now been revised and is in its second edition.

"The content seemed to offer what people wanted — maybe because my attention was fixed on the most useful things I'd learned while working on the design and analysis of 12 different airplanes during and after the Second World War."

Since 1940, Etkin has served as a consultant to the Canadian aircraft industry. His contributions to wing theory have influenced the design of the US Air Force supersonic bomber, the B58 Convair. For a time, he detoured into space mechanics, discovering the cause of a major problem with Canada's first satellite, the Alouette I.

"Any spinning object out in free space should continue to spin at a constant number of revolutions per minute," he explains, "but the Alouette had slowed down to half its original RPMs, which puzzled everyone."

Various plausible causes were explored and, each time, investigators drew a blank. Then Etkin pinpointed the culprit — sunlight. Alouette I had a rounded body with four long pole-like antennae sticking out of it like knitting needles through a ball of wool. When sunlight fell on the satellite, one side of those metal antennae heated up while the other side remained cold, causing them to bend.

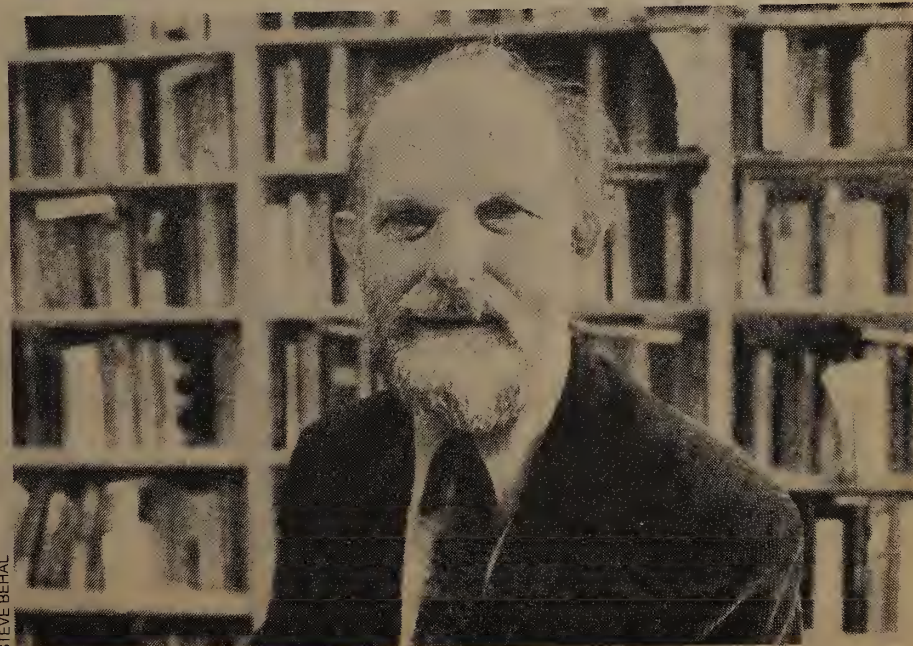
That solar induced thermal bending combined with something called solar radiation pressure to produce the slowing down effect. Etkin discovered the phenomenon — now known as solar induced spin decay — just in time for the Alouette II design to be modified.

Four years ago, Etkin was invited by the American Institute of Aeronautics & Astronautics to give the prestigious Wright Brothers lecture for 1980. Though he had two years to prepare for it, he was still busy in the dean's office, so he decided to build on a theme that had been recurring in his work for 25 years — the effect of wind turbulence on flight.

A bumpy plane trip can affect safety by contributing to both pilot fatigue and metal fatigue. Sudden extreme bumps can even break off a wing or tail. In the military context, turbulence interferes with formation flying, mid-air refuelling, and the precise aiming of projectiles.

The theory as set out by Etkin has been adopted by the US Air Force and forms the basis of a computer program, devised by the Australian research council, to calculate the response of airplanes to atmospheric turbulence.

Ben Etkin reaches official retirement age next May, but far from slowing down, he finds he no longer has time for the golf and ping pong he used to enjoy. To keep from being a complete workaholic, he still competes in the institute's annual chess tournament and is currently reading *Holy Terror*, an "exposé" on the Moral Majority.



Professor Francis Sparshott

It's agreed: we need to lobby

But that's just about where agreement ended at UTFA's lobbying workshop

After a day spent listening to advice from a reporter, a government insider, and professional lobbyists on how, when and whom to lobby, representatives from several U of T constituencies taking part in UTFA's workshop Nov. 12 sat down together and discussed their views on how U of T should approach lobbying.

What emerged from a sometimes sharp hour-long exchange was agreement on the need for a better effort and disagreement on how it should be done. Participating in the discussion were UTFA president Harvey Dyck, David Nowlan, vice-president (research and planning), Christine Vercoe, president of the Association of Part-time Undergraduate Students (APUS) and former undergraduate student representative on Governing Council, St. Clair Balfour, a govern-

ment appointee on Governing Council, Ed Kerwin, president of the U of T Alumni Association and Michael Jackel, president of the U of T Staff Association.

"Lobbying individuals is pretty straightforward," said David Nowlan. "The routes to decision makers are clear. What's more important than influencing short-term decision making, though, is a longer-term public relations effort to educate the public on what universities are all about."

Before doing that, he said, we need to understand it ourselves "and I don't detect a consensus. A number of issues need resolution before getting the message across to the public."

Also unresolved is whether a public relations effort should be on behalf of U of T or universities in general, said Nowlan. But whatever we do, lobby-

ing, he said, is not just a central administration responsibility. "We're all involved."

"U of T's lobbying is weak and episodic," said Harvey Dyck. "The possibilities for U of T to win friends and advance our interests are enormous, but the access we have to the media and government by virtue of our eminence and location has been poorly exploited."

The administration exhausts itself in COU, he said, adding that there can never be consensus because of conflicting interests.

"COU has an important role lobbying and providing information, but we know, and we heard today, that the government does listen to individual institutions."

As the one institution with world-class potential, said Dyck, we have an obligation to claim a leadership role. As flagship of the system, we can be of service to the entire system.

He told Nowlan that Simcoe Hall should not bear the sole responsibility for lobbying but "that's where the leadership for a coherent, passionate lobbying campaign" should come from.

U of T's president should spend 50 percent of his or her time representing U of T to the external world, he said. "Groups are prepared to cooperate in this matter, but I can't see any other group that can provide the main leadership."

Lobbying has a double function, said Dyck. "It addresses the outside world, but it's also directed inward. It provides assurance that we are doing everything possible."

"If we fail, let it come at the end of a very determined effort."

Nowlan responded that it isn't true U of T spends "huge amounts of time" with COU. And he noted that in the last eight months special U of T efforts brought, among other things, the \$10 million hydrogen project and \$5 million from IBM.

"That's not to say we couldn't be doing more and better, but let's look at what we've done."

"I'm not certain U of T would be well received by government if it attempted to go it alone," said Ed Kerwin. "I think we have to work out a base program over all, then proceed to special case or cause" lobbying.

The alumni are a valuable resource, he said, and can play a role in resolving the University's problems. They are more than happy, on a group or individual basis, to carry the message for U of T. But members of the faculty must be keenly aware that the students they are educating will emerge as alumni.

The central administration has a coordinating role in the lobbying effort, but "the president must rely on various communities to help".

And our lobbying efforts should not just point out underfunding, but should enhance our position in the community. "There's a great deal of positive news about U of T that should not be lost."

"Speaking as an individual who has spent quite a bit of time fundraising," said St. Clair Balfour, chairman of the Update campaign, "Where were you when I needed you, Harvey Dyck?" There was no official support from the faculty association, said Balfour. "Did you ask how it's done and if you could help?" He said the faculty are the ones who will convince the private sector U of T needs its support.

"In the Update campaign, the thing that sold was excellence. This univer-

sity is unique. It can become world-class. That's what got support from the private sector."

"Now they are facing huge deficits. My own business lost \$5 or \$6 million in the last quarter. These are the people putting the money into the government coffers for which you are going to lobby."

"To sell U of T, you (faculty) have to get out there yourselves and help. My experience with two U of T presidents has been that whenever I asked them to make a pitch they came and did it well," added Balfour.

"We support initiatives that demonstrate underfunding," said Michael Jackel, "but it's hard for us to take a long-term view when the threat of terminations for fiscal reasons — I like to call it firing — is here now for staff."

The president should play a bigger part in promoting U of T to the rest of the community, he said. "We need to say to the city of Toronto that the University is an important part of Toronto."

"Lobbying should have a high priority in the University," said Christine Vercoe. "There should be a lobbyist in Simcoe Hall and he should be labelled as such. And the President should have a big role in COU."

Vercoe hoped the lobbying workshop would be the first of many such activities. "There's a lot of fragmentation at U of T. We should talk together."

When discussion was opened to the floor, Vice-Provost William Saywell said while he welcomed the workshop, "we must be careful about the way we go about" lobbying.

"Harvard of the North" rhetoric is counterproductive. Distinction should be made on a functional basis, not on pre-eminence," Saywell said he was also concerned that raising the level of rhetoric about being a research-based institution "turns students off and closes professors' doors to those we teach who become alumni".

"The key to how alumni respond depends on their undergraduate experience," said Michael Schumacher, APUS liaison officer. "And there is a perception that if students would just go away things would be a lot easier."

"Student services are not even close to being adequate. It leaves a sour taste in the mouths of a lot of people. They take it with them when they leave. They're not likely to feel kindly about serving the institution after they leave."

"You've got to treat people who are here better," added Vercoe.

Vice-President — Institutional Relations Donald Ivey said he would welcome, on behalf of the external group, an expansion of resources, but "expansion means a decrease in other areas."

"Are we prepared to give up a professor in order to have a government relations officer? Are we prepared to have a president devote 50 percent of his time to external relations? I don't know if the faculty association would be happy if he did."

But there is an increasing awareness that greater efforts are needed in this area, said Ivey. "It's a direction in which we have to move."

"Borrow the money," responded Dyck. "The accounts don't have to balance every year." It would be an investment that would be returned many times over, he said.

Replied Ivey, "I may be seeking Prof. Dyck's support in presenting my budget submission this year."

FollowUp

Two readings still needed to pass sunshine law

Bill 116, the sunshine law on public agency incomes within the jurisdiction of the Ontario government, has still not been passed, though it was announced by treasurer Frank Miller in his May 13 budget speech. The law would require universities, among others, to file with the government the total compensation package for all employees receiving over \$30,000 a year, by range. So far the bill has had only first reading in the Legislature. If it does not go through second and third readings and receive Royal assent by the end of the current session in December it will die on the order paper. While there has been some criticism of the bill, there has also been strong support from those who would not be affected, says a spokesman in Miller's office. "I don't see them dumping it," he adds.

PACIS hears from Simcoe Hall administrators

The Presidential Advisory Committee on Institutional Strategy (PACIS) has been receiving information from the vice-provosts on the academic divisions as background for future deliberations on the restructuring of the University. David Strangway, vice-president and provost, told the Academic Affairs Committee the group has been meeting weekly. After hearing the vice-provosts PACIS will receive reports from the vice-presidents on their administrative areas. Problems and strengths and directions of change needed are covered in the briefings. Once the committee decides which areas should be explored more fully it will break into small groups. The administration will propose an agenda of topics for detailed discussion.

Strangway said the committee and the vice-presidents and vice-provosts will have intensive discussions at an all-day retreat early in December.

The Department
of Political Science
announces

The Olin Lecture in
American Political Culture

James Q. Wilson,
Shattuck Professor of Government
Harvard University

**"Crime and American
Political Culture"**

Monday, December 6 at 4 p.m.
Croft Chapter House,
University College

Scarborough Openhouse '82



More than 1,200 people came to Scarborough College during its weekend open house Nov. 6 and 7. They took guided tours of the facilities, watched lab experiments, listened to musical performances, sat in on illustrated lectures and saw some 30 displays and demonstrations prepared to show the variety of programs and research at the college. Manning a geology exhibit was doctoral student Carolyn Eyles (left) and Brian Kaye, a student in the terrain and environmental earth sciences program. Visitors to this display could see rocks from the borough's famous bluffs, sawed to show their composition, as well as some from northern Ontario dating back two and a half billion years.



Hockey player and future psychologist Jeffrey Biederman helps out Dad, psychology professor Gerry Biederman, at an exhibit showing how gerbils are helping researchers discover if odour can be used in the detection of cancer. In one experiment, a gerbil, trained to press the right levers, is placed in a "Skinner" box and given air with samples of the breath of cancer and non-cancer patients to breathe. "The system takes advantage of the gerbil's million years' of evolution," says Prof. Biederman.



The college's computers were tested by Daniel Pace, a student at Highland Creek Public School.



At one of chemistry instructor Chris Ambidge's hourly chemistry magic shows, Beavers Shawn O'Dell (left) and Adam Scott were delighted when the wilted leaves they dipped in liquid nitrogen emerged brittle and then cracked into tiny pieces.



Professor Rorke Bryan, chairman of the Division of Social Sciences (second from right), describes an exhibit on soil erosion to (l. to r.) Scarborough mayor Gus Harris, Scarborough College principal Joan Foley, students' council president David Fulford and President James Ham.

PhD Orals

Since it is sometimes necessary to change the date or time of an oral examination, please confirm the information given with the PhD oral office, telephone 978-5258.

Friday, November 26
Reginald Skene, Graduate Centre for the Study of Drama, "Theatre and Community: The Development toward a Professional Theatre in Winnipeg, 1897-1957." Prof. R. Bryden. Room 309, 63 St. George St., 9.30 a.m.

Jill Geare, Department of English, "The Representation of Suffering in Six of Shakespeare's Tragedies." Prof. S.P. Zitner. Round Room, Massey College, 11 a.m.

Liviana Mostacci Calzavara, Department of Sociology, "Social Networks and Access to Job Opportunity." Prof. J.G. Reitz. Room 111, 63 St. George St., 2 p.m.

Monday, November 29
James Bambrick, Department of Geology, "Spectral Analysis and Filtering Techniques Applied to a Geologic Interpretation of High Resolution Aeromagnetic Data from the Timmins Area, Ontario, Canada." Prof. D.W. Strangway. Room 301, 65 St. George St., 2 p.m.

Wednesday, December 1
Linda Eileen Pickard, Department of Education, "Taking Charge: Personal Responsibility for Health." Prof. D. Abbey. Room 111, 63 St. George St., 10 a.m.

Santos Mahung, Department of Education, "Substance and Syntax in Curriculum Decision Making." Prof. D. Roberts. Room 111, 63 St. George St., 2 p.m.

Thursday, December 2
David Alexander Morrison, Department of Anthropology, "Thule Culture in Western Coronation Gulf,

Northwest Territories." Prof. W.N. Irving. Room 309, 63 St. George St., 10 a.m.

Tuesday, December 7
Carol Alexis Stos, Department of Spanish & Portuguese, "A Re-Appraisal of Emilia Pardo Bazan's Role as a Literary Critic." Prof. G.L. Stagg. Room 111, 63 St. George St., 2 p.m.

Wednesday, December 8
Roger Flynn Sarty, Department of History, "Silent Sentry: Canadian Coast Defense, 1867-1939." Prof. Desmond Morton. Room 111, 63 St. George St., 2 p.m.

Friday, December 10
Woon-Teck Leong, Department of Education, "A Study of the Interrelation of Variables which Affect the Development of Deaf Preschool Children." Prof. L. McLean. Room 111, 63 St. George St., 10 a.m.

No surprises

For the sixth straight year, Ontario trailed the other provinces of Canada in the proportion of personal income allotted to operating grants for universities.

According to a report from the Ministry of Colleges & Universities, the Ontario Council on University Affairs and the Council of Ontario Universities, the province also finished last in a comparison of provincial operating grants per student. It was second-last in provincial operating grants plus student aid per capita and in total operating income per student, ahead of only Prince Edward Island in both instances.

In provincial operating grants plus fees per student it fared slightly better, coming eighth. It was sixth in total university operating expenditures as a percentage of provincial gross domestic product and in provincial operating grants per capita.

The only category in which Ontario did not fall below the national average was in provincial operating grants plus student aid as a percentage of gross

general expenditures, where it came third, behind Nova Scotia and Quebec.

Alberta and Quebec were the leaders in most of the categories, with Prince Edward Island often lagging behind.

Figures for Ontario, with the national average in parentheses, are: provincial operating grants per \$1,000 of provincial personal income, \$8.71 (\$11.40); provincial operating grants per student, \$4,273.48 (\$5,190.79); provincial operating grants plus student aid per capita, \$97.83 (\$118.50); total operating income per student, \$5,420.97 (\$6,157.60); provincial operating grants plus fees per student, \$5,199.20 (\$5,881.20); total university operating expenditures as a percentage of provincial gross domestic product, .90 percent (1.09 percent); provincial operating grants per capita, \$92.11 (\$112.23); provincial operating grants plus student aid as a percentage of gross general expenditures, 4.73 percent (4.73 percent).

Research News

Ontario Ministry of the Environment, Air Resources Branch
The Air Resources Branch research grants program was developed to encourage applied research directed toward providing the information and techniques necessary for the attainment and maintenance of a high standard of air quality in Ontario. The goals of the program are to procure research in the field of atmospheric pollution through mission-oriented projects related to Air Resources Branch objectives in air quality management, and to help maintain in Ontario a high level of competence in air pollution science and technology by providing seed money or partial support for on-going research programs related to Air Resources Branch program objectives.

Applications for grants will be accepted from any university, institute of technology, community college or non-profit research institute in Ontario no later than January 31 for projects which are to commence the following fiscal year (April 1-March 31).

For further information contact ORA at 978-2163.

National Institute on Mental Retardation Workshop
The National Institute on Mental Retardation, in cooperation with the Syracuse University Training Institute for Human Service Planning, Leadership & Change Agency, is sponsoring a five-day workshop (January 8-12, 1983) on the topic "How to Function with Personal Moral Coherency in a Dysfunctional Human Service World".

The workshop is designed to bring to light and explore some of the major values that underlie human services and that must be addressed and, in many cases, challenged, by a person who wants to become or remain a moral service worker. The training is aimed at people who are, or aspire to be, conscientious moral human service workers or citizens playing some human service role at any level or in any profession, but particularly those who are involved in bringing about adaptive change. The workshop should be especially helpful to people in advocacy and protection work, and to family members of socially devalued people.

Registrations should be sent in as early as possible since the size of the workshop may have to be limited. For registration forms and further information contact ORA at 978-2163.

NATO Fellowship Program
NATO is offering research fellowships for the 1983-84 year to promote study and research leading to publication on aspects of the North Atlantic Alliance.

Grants of 150,000 Belgian francs (or the equivalent in the currency of any other member country) are available to candidates who are university graduates of established reputation, nationals of a member country, and who will undertake to pursue research in one or more member countries. In addition, candidates must have at least a working knowledge of the language of the country in which they propose to do research. In exceptional cases, candidates who are not university graduates may be considered. The deadline for sending in applications is December 31.

For further information, contact ORA at 978-2163.

University of London, Dame Lillian Penson Travel Grants

The Penson Memorial Fund has been established to provide grants-in-aid of travel by recognized scholars of post-doctoral standard who are members of staff of a university or institution of equivalent status. The grants are for candidates in the United Kingdom who desire to pursue research in any subject in Commonwealth universities or the University of Khartoum, or for candidates in such universities who wish to pursue research in the United Kingdom. A total sum of £1,000 is available to be awarded.

Applications can be obtained from the Secretary, Central Research Fund, University of London, Senate House, London WC1E 7HU, with whom applications should be lodged not later than March 1.

For further information, contact ORA at 978-2163.

British Council
The British Council has announced an "Academic Links and Interchange Scheme" to promote direct contact between departments and institutions with mutual scientific or academic interests and to encourage the development of longer term cooperation and research.

A number of awards will be made each year to facilitate visits of staff and research workers between institutions of higher education in Britain and equivalent institutions overseas. Funding is available for visits throughout the world — with the exception of Eastern Europe and China — and will normally be provided for exploratory visits and for visits during the formative stage of a link. Awards are open to academic and research staff of universities, polytechnics and equivalent institutions. Applications should be submitted at least three months before the proposed visit.

For further information, contact ORA at 978-2163.

Upcoming Deadline Dates
Agriculture Canada — research grants: December 1.

E.A. Baker Foundation — research grants and fellowships: December 15.

Canadian Lung Association — research grants and fellowships: December 15.

Canadian National Sportsmen's Fund — research grants: November 30.

Huntington Society of Canada — pre-doctoral scholarships, post-doctoral fellowships, and operating grants: December 31.

Medical Research Council — visiting scientist, centennial fellowships, fellowships, studentships only: December 1.

National Cancer Institute (Canadian Cancer Society) — McEachern fellowships: December 1.

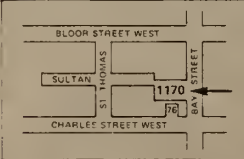
NSERC — scholarships and fellowships only: December 1.

NSERC — evaluations for existing university research fellows (three-year performance reviews): December 1.

Ontario Mental Health Foundation — research fellowships, training awards, research associateships, research scholarships, long-term research fellowships, clinical research and development scientist awards only: November 30.



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University of Toronto

Events open to the Public

December



PLEASE POST

University of Toronto

Events open to the Public

Lectures

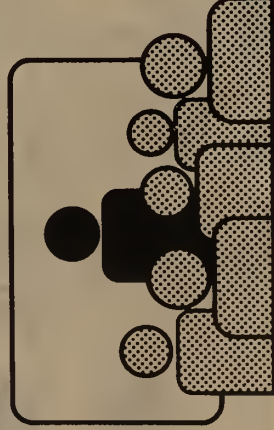
Anxieties of Engineering: A Literary View.

Thursday, December 2
Dean T.J. Ziolkowski, Princeton University; School of Graduate Studies Alumni Association series. Room 3, New Academic Building, Victoria College. 8 p.m.
Information: Department of Germanic Languages & Literatures, 978-4925.

North America the Good.

Thursday, December 2
Prof. W.T.R. Fox, Columbia University; 1982-83 Claude T. Bissell visiting professor of Canadian-American relations; second in series of four, "North

America in World Politics". George Ignatieff Theatre, Trinity College, Devonshire Place. 8 p.m.
Third lecture, "The 49th Parallel: Example for Whom?" will be on Feb. 3.
Information, Centre for International Studies, 978-3350.



Concerts

Brass Magic.

Wednesday, December 1
Brass students from the Faculty of Music with Malcolm McGrath, organ, Christmas concert with carol singing; lunchtime series sponsored by Engineering Alumni Association. Convocation Hall. 12.30 p.m.
Information, Faculty of Applied Science & Engineering Alumni Liaison Office, 978-4941.

ROYAL CONSERVATORY OF MUSIC

Faculty Concerts.

Twilight Series.

Thursdays at 5.15 p.m.

December 2
John Kruspe, piano.

Noon Hour Series.

Wednesdays at 12.15 p.m.
December 8
Stephen Satory, piano.
Concert Hall, Royal Conservatory of Music.
Tickets \$2, students and senior citizens \$1.
Information, Royal Conservatory of Music, 978-3771.

Royal Conservatory Orchestra.

Friday, December 3
Guest conductor and violin soloist Oscar Shumsky; *Violin Concerto No. 2, E major*, J.S. Bach, *Serenade No. 1, D major*, Brahms, and *Symphony No. 40, G minor*, Mozart.

Architecture & Landscape

Architecture.

Faculty's evening series, sponsored by Toronto Masonry Promotion Fund. Auditorium, Medical Sciences Building. 8.15 p.m.
Experience, Space and Exploration of Edges in Landscape Architecture.
Thursday, December 2
Prof. Eldon Beck, University of California, Berkeley.

Roy Thomson Hall and Other Projects.

Thursday, December 9
Andrew Mathers, Mathers & Haldenby, architects, Toronto.
The Mississauga City Hall.
Thursday, December 16
Prof. J. Michael Kirkland, Department of Architecture

Information, Faculty of Architecture & Landscape Architecture, 978-5038.

Third World Aid: Noble Intent, Ignoble Failure.

Saturday, December 4
Prof. Carlo Testa, Department of Architecture. Convocation Hall. Doors open at 7.30 p.m., organ recital at 7.45 p.m., lecture at 8.15 p.m.
Information, Royal Canadian Institute, 979-2004.

Crime and American Political Culture.

Monday, December 6
Prof. James Q. Wilson, Harvard University; Olin lecture in American political culture. Croft Chapter House, University College. 4 p.m.
Information, Department of Political Science, 978-3291.

The Labour Movement and the University.

Monday, December 6
Lynn Williams, United Steelworkers of America; Larry Sefton memorial lecture. Part of program, Working People: A Century of Canadian Labour, sponsored by Woodsworth College, Centre for Industrial Relations, School of Continuing Studies, Community Relations Office and Ontario Federation of Labour. George Ignatieff Theatre, Trinity College, Devonshire Place. 8 p.m.
Information, Community Relations, 978-6564.

Recent Excavations in Karnak, Egypt.

Tuesday, December 7
Donald Redford, Royal Ontario Museum. December meeting, Archaeological Institute of America, Toronto society; non-members welcome. Lecture room, McLaughlin Planetarium. 4.30 p.m.
Information, 483-3609.

Malnutrition of the Elderly — A Preventive Approach.

Tuesday, December 7
Dr. Louise Davies, Queen Elizabeth College, London, Eng. Auditorium, Medical Sciences Building. 8 p.m.
Information, Program in Human Nutrition, 978-4108.

Faculty of Music Jazz Ensemble.

Saturday, December 4
Directed by Phil Nimmons and David Elliott. MacMillan Theatre, Edward Johnson Building. 3 p.m.
Information on all concerts in Edward Johnson Building, box office, 978-3744.

Music and Words for Christmas.

Wednesday, December 8
Knox College Choir, directed by John Derksen. Knox College Chapel, King's College Circle. 8 p.m.
Information, 978-4500.

EDWARD JOHNSON BUILDING

Thursday Afternoon Series.

December 2
Recital of compositions by student composers.
December 9
Early Italian music for voice and ensemble; members of the Opera Division, directed by Michael Evans. Walter Hall, Edward Johnson Building. 2.10 p.m.

University of Toronto Concert Band.

Sunday, December 5
Conductor Melvin Berman. Program



**Background to
the Proposed 1983-84
Budget Guidelines**

and

**Proposed 1983-84
Budget Guidelines**

Background to the 1983-84 Guidelines and Proposed 1983-84 Budget Guidelines

November 16, 1982

Proposed 1983-84 Budget Guidelines and Background to the 1983-84 Budget Guidelines

These two documents have been sent to the Planning & Resources Committee of Governing Council on behalf of the President and the Budget Planning Secretariat. That Committee and, later, Council itself, will be asked to approve the proposed *Guidelines*. The *Background* document is for the information of Council and other members of the University community.

Among other things, the *Background* to the guidelines shows income and expense projections that are updated versions of the projections published in the *Bulletin* on September 20. In these more recent projections, account has been taken of the proposed, provincial wage-restraint legislation and of the substantial reduction in the rate of inflation that has occurred since the original exercise was completed.

Part II of the *Background* document describes the policies and procedures that will guide the development of the 1983-84 budget. We have attempted to show, in this part, how a planning perspective will be brought to bear on the creation of an annual budget.

D.M. NOWLAN
Vice-President (Research and Planning)
and Registrar

Background to the 1983-84 Budget Guidelines

Introduction and Summary

The Budget Guidelines for 1983-84 have been presented for the approval of Governing Council as a short document summarizing the broad framework within which the 1983-84 budget is to be constructed and stating the basic principles that will guide the integration of planning and budgeting. The guidelines proper follow directly from the analysis and argument of this "Background" document.

In this document the financial pressures that will bear upon the University in the next few years are analyzed and the need to link longer term perspectives to short-run budget decisions is argued. General budget policies and planning procedures that we intend to follow are set out in Part II. Most of these policies and procedures reflect current practices, and should change but little from year to year.

Part I of the *Background* to the Guidelines places the development of the 1983-84 budget within a framework of projected expenses and income over the next three years. These projections show the shortfall of income below expenses that would occur if income grew according to certain specified assumptions about inflation and operating grant increases and if expenses expanded at a rate such that we could continue to employ as many people as we had planned for in 1982-83 and to spend in real terms as much in the future on non-salary items as we had budgeted for in 1982-83.

If a lower expense level is projected, one that assumes a reduced employee complement at a continuing level equal to the current, post-freeze complement, it may be shown that a 12.5 percent increase in the operating

grant for 1983-84 would be necessary to provide operating income sufficient to cover this reduced level of expenditure. If the \$5 million dedicated fund from the 1982-83 budget is used to help meet 1983-84 expenses, a 10.3 percent increase in operating grant revenue would be needed to make ends meet in the forthcoming budget.

To plan for the 1983-84 budget, some initial assumptions must be made about next year's income. The assumptions currently being used by the Budget Planning Secretariat are shown in projection Model B-1 in Part I. An income shortfall of \$17.3 million is projected for 1983-84. This document outlines the approach we believe should be used to develop a budget under pressure of a shortfall of this potential magnitude.

Various possible components of the budget are discussed in Part I. Income generating possibilities are explored and shown to be incapable of contributing significantly to a solution of the income shortfall problem, although opportunities that may exist for the generation of general University income will be pursued, and will be encouraged by the budget. A possibility exists to increase fee income by admitting more students than planned, but only at the cost of either excessive program congestion or lower intake quality. We do not recommend that this be done, but recognize that it may become an issue for discussion during the course of the year.

The deployment of either the \$5 million dedicated fund or a budget deficit—the maximum allowable size of which would also be about \$5 million—is discussed, and a recommendation made that the whole of

the \$5 million fund be used to help meet expenses in 1983-84, but that we otherwise plan for a balanced budget in order to save our capacity to accommodate a deficit until 1984-85.

Also, we propose the creation through the 1983-84 budget of an early retirement/voluntary resignation fund the cost of which would be viewed as an extraordinary expense to be handled outside the current policy limits on accumulated deficits. This proposal will be directed to the Business Affairs and Planning & Resources Committees for approval.

Current planning must focus on expense reductions to levels below those projected. We recommend that the staff complement reduction achieved during the summer hiring freeze and now assigned by quota across divisions be continued in 1983-84. This will reduce projected salary and benefit costs by about \$4.5 million in that year. The further expense reductions that may be necessary we recommend be imposed as additional reductions in academic and non-academic complement, through attrition as much as is reasonable and possible, and through reductions in projected spending on non-salary items. The best magnitude and distribution of cuts between these two items cannot be specified without further analysis.

Part II of the *Background* to the Guidelines formalizes and elaborates upon more general budget policies and procedures. These include the protection of expenses funded by divisional income from budget cuts, under certain circumstances, and a requirement that explicit decisions be made with respect to the subsidization of income-generating divisional

programs or services. A continuation of the present carry-forward policy is also established, but within a better defined framework. Several other general budget policies are outlined.

With respect to strategic planning and budgeting, a set of procedures is described that will guide development of the budget.

It is abundantly clear to the University community that the 1983-84 budget is being formulated against a history of underfunding that stretches back for the better part of ten years. The most recent income and expenditures operating results show income from grants and fees rising between 1978-79 and 1981-82 at a rate of just under nine percent annually while expenses grew at almost 11 percent. The data are shown in the immediately following table. We arrived at the end of the 1981-82 fiscal year with no accumulated deficit partly because of fortuitous increases in interest income but mainly by holding back spending on postponable items, by keeping salary-scale increases below inflation and by increasing student : staff ratios. It has been estimated that the replacement and renovation of the University's physical plant is below a reasonable annual rate of spending by between \$4.7 and \$6 million and that the annual shortfall in the amount of funding needed to account properly for equipment depreciation is many millions of dollars a year. For a number of years, there has been no slack by which the required annual budget cuts could be absorbed without affecting either what we do or how well we do it.

Operating Results 1978-79 to 1981-82 (Before Eliminating Adjustments)

EXPENSES (\$ millions)

Type	1978-79	1979-80	1980-81	1981-82	Annual Growth Rate 1978-79 to 1981-82 %
CPI					10.37
Salaries and Benefits	159.7	169.9	186.7	213.5	10.16
Other Expenses	50.6	54.7	61.1	72.3	12.63
TOTAL	210.3	224.6	247.8	285.8	10.77

INCOME (\$ millions)

Type	1978-79	1979-80	1980-81	1981-82	Annual Growth Rate 1978-79 to 1981-82 %
Formula & Non-formula Grants (including BIU-related fees)	188.0	198.7	218.1	243.2	8.96
Divisional	17.2	21.5	23.5	26.2	15.06
Interest income	3.4	4.8	6.5	9.8	42.31
Other General					
University income	2.8	3.1	3.7	4.7	18.84
TOTAL	211.4	228.1	251.8	283.9	10.33

Operating Results before Commitments & Transfers	1.1	3.5	4.0	(1.9)
Commitments & Transfers	(0.7)	(2.6)	(2.6)	1.9

NET DECREASE (INCREASE) in the deficit for the year

0.4	0.9	1.4	0.0
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PART I

Towards the 1983-84 Budget

In addition to the financial squeeze that has become a common feature of recent University budgets, a number of special circumstances bear on the construction of this year's budget. Economic recession has led to public sector compensation controls and to a high degree of uncertainty over the size of next year's provincial operating grant increase. Interest rates and our interest earnings are falling, as inflation falls. We have experienced an arbitrated 1982-83 faculty salary award and companion staff settlement staged in such a way that their first impact will be felt in the 1983-84 budget, which must also accommodate the additional salary increases for that year.

Various political matters that may affect the budget remain unresolved. Negotiations between the provinces and the federal government over established program financing generally and post-secondary financial transfers in particular are at an impasse with no clear indication of the likely shape of post-secondary financing beyond March 1983. Neither the provincial nor the federal governments have responded to the need to define the nature of their future commitment to universities, in spite of the urgency of this task documented by the Report of the Committee on the Future Role of Universities in Ontario (the Fisher Committee) and the recognition by the Parliamentary Task Force on Federal-Provincial Fiscal Arrangements (the Breaux Committee) that the "post-secondary education sector is in a period of difficult adjustment" and that a coordinated attempt to define national objectives is required.

The budget of any year is strongly

influenced by decisions that were made in the budgets of past years and should be informed by a sense of the circumstances that may prevail in future years. To look beyond the immediate budget year is especially important in the present situation, with unstable budgets from year to year and with rapid changes in external forces that will bear on future budgets.

For this year's budget planning, a three-year income and expenditure framework has been developed which permits the financial pressures that are likely to appear in 1983-84 to be analyzed in the context of income shortfalls that may develop in the succeeding two years. This framework and the assumptions under which income and expenses were projected through to 1985-86 were presented to Planning & Resources Committee on September 20, 1982, and published in the *Bulletin* the same day. Since then, the provincial government has introduced compensation restraint legislation, and recent Consumer Price Index (CPI) figures suggest that the annual rate of inflation by mid-1983 is likely to be less than the figure used in the original projections. These two new factors have been incorporated into the projections to yield a set of models shown as Models A, B-1, B-2, C and D. Other variations of the projection assumptions have been examined by the Budget Planning Secretariat, but these five alternatives cover a sufficient range of assumptions to enable the reader to gauge the extent of the financial pressure that we are likely to feel over the next several years and to examine the sensitivity of the income shortfall

figures to reasonable variations in the assumptions.

It is important to understand that none of these projection models is intended to be a forecast of future budgets. Among other things, the institution simply could not tolerate budget deficits as large as the projected income shortfalls. Rather, these are projections of the financial pressure—measured by the income shortfall—that would be placed on the University if we maintained the employee complement with which we entered the 1982-83 budget year, if we maintained the same level and type of activity for which we had planned in 1982-83 and if future employee remuneration and operating income rose according to the assumptions shown in the various projections.

The various income shortfall figures give us a measure of the extent to which we must alter the projected income and expense figures in order to either balance our budget or limit a deficit to some agreed upon amount. Actual income above the projected levels will contribute to overcoming the shortfalls; any remaining shortfall must be met by reducing the level of projected expenditures.

Notice that the projections all have as their base the balanced budget of 1982-83. Effectively, this means that the financial pressure on the institution measured by the income shortfalls does not include pressures that have been and continue to be generated by inadequate past funding in various areas such as equipment purchases, building maintenance, library acquisition or support staff.

The expense projection for the first four models, Models A, B-1, B-2 and C, is constant. This constant projection is built on the assumption that the academic and non-academic staff complements remain as they were at the beginning of the 1982-83 budget year. Salary and benefit increases for 1983-84 have been calculated according to our best, current interpretation of Bill 179, the compensation restraint legislation. The basic increase is set at five percent with additional PTR or merit increases for individuals whose July 1983 salary would be at \$35,000 or below. Salary increases above five percent for individuals with salaries below \$20,000 are incorporated, as apparently allowed under the proposed legislation. These 1983-84 salary and benefit levels have been introduced for purposes of modelling only. This document should not be interpreted as approving any particular interpretation of the Bill, which has yet to be enacted, or any specified salary and benefit increase.

For 1984-85 and 1985-86, salary and benefit increases have been projected at the rate of change in CPI plus an allowance for PTR or merit in accordance with our current procedures. These may not be the rates of increase that are in fact settled upon in those years.

As part of our proposed strategy for coping with the 1983-84 budget, the President announced a hiring freeze in June of this year, as soon as the dimensions of the projected income shortfall became apparent. This freeze and the subsequent assignment of complement reduction quotas across all divisions of the University have been discussed in other documents. It has had the effect of reducing the University's non-academic staff by about 115 and the academic staff by about 20 below the budgeted 1982-83 complement. (The number of budgeted full-time academic positions in 1982-83 was 35 below the 1981-82 level.)

In the expense projections, no allowance has been made for salary and benefit savings that would result in future years if staff complement is kept at the post-freeze levels that have currently been achieved. The savings to be generated by continuing to operate in 1983-84 at this reduced staff level, or with even greater reductions, is of course one of the possible sources of funds to meet the projected income shortfall. To the extent that staff will retire or leave in 1983-84 and are replaced by others at lower salary levels, a "turnover" savings in salary and benefits will be created that similarly would help offset the projected income shortfalls. The magnitude of these turnover savings cannot be estimated until decisions are taken with respect to future reductions in employee complement; the savings cannot, therefore, be built into the initial projections.

University income in the first four models has been projected according to various assumptions about the operating grant increase in 1983-84 and beyond. Next year's grant is hard to predict. Clearly, our expense increases are far above the five percent increase to which upper level salaries are limited. Our expectation is that the provincial government will respond to this fact, but to what extent we cannot know. The needs of universities, the state of provincial revenues and decisions by the federal government on post-secondary education financing will all be determinants of the final figure.

Models A, B-1, B-2 and C show the effects of three different levels of 1983-84 operating grant increases and two different levels, relative to changes in CPI, of funding for the succeeding two years. Fee increases are assumed to be five percent in all models. Only four out of the six combinations of these assumptions are shown, but the income shortfall levels for the missing two and for other sets of assumptions can easily be calculated from the data in these four models. In all models, fees and operating grants are projected on the assumption that University of Toronto enrolment will be stable and that our operating grants will be a constant share of the provincial total.

Model A projects an operating grant increase of eight percent in 1983-84 and successive grants at the rate of change in CPI less one percentage point. Model C, in contrast, projects next year's grant increase at six percent and successive increases at CPI changes minus two percentage points. The projections in Models B-1 and B-2 are between the other two: Model B-1 adopts a seven percent increase for 1983-84 and continued funding at CPI minus one percent; Model B-2 assumes also a seven percent increase next year but CPI minus two percent for 1984-85 and 1985-86.

Under the assumptions of these models, the financial pressures on the University will be extreme over the next several years. At the same time as the government and the public must be made aware of and sensitive to the financial situation facing the University, we must prepare for fundamental changes within the institution. We cannot, in the view of the Budget Planning Secretariat, assume that these pressures can be dealt with on an ad hoc, year-by-year basis in each successive budget.

If, as part of our budget strategy, we were to extend the reduced, post-freeze level of complement into the next year and beyond, we would reduce 1983-84 salary and benefit expenses by about \$4.5 million below the amount shown in the first four models. The fifth model, Model D,

Income and Expense Projections to 1985-86: MODEL A

EXPENSES (\$ millions)		Operating grant increase of 8% in 1983-84, and increases of CPI - 1% in 1984-85 and 1985-86.			
		--budgeted--	-----projected-----		
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
	CPI		8.5%	8.0%	7.0%
Salaries and Benefits	83-84 = 5%/\$1,000/\$750 (+ PTR as permitted) 84-85 = CPI + PTR 85-86 = CPI + PTR	241.0	269.7	296.2	324.8
Other Expenses	CPI	75.0	81.4	87.9	94.1
TOTAL		316.0	351.1	384.1	418.9
INCOME (\$ millions)					
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
Formula & Non-formula Grants (including BIU-related fees)	83-84 Fees 5%/8% grant 84-85 CPI - 1 85-86 CPI - 1	273.8	293.3	313.9	332.8
Divisional Interest income*	CPI	29.4	31.9	34.5	36.9
Other General University income		8.7	6.4	6.6	6.5
	CPI	4.1	4.5	4.9	5.2
TOTAL		316.0	336.1	359.9	381.4
SHORTFALL		0.0	15.0	24.2	37.5

*Investment float assumed to increase by the percentage increase in income in 83-84 and by CPI - 1 in 84-85 and 85-86. Interest income is assumed to be earned at CPI plus 3%.

Income and Expense Projections to 1985-86: MODEL B-1

EXPENSES (\$ millions)		Operating grant increase of 7% in 1983-84, and increases of CPI - 1% in 1984-85 and 1985-86.			
		--budgeted--	-----projected-----		
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
	CPI		8.5%	8.0%	7.0%
Salaries and Benefits	83-84 = 5%/\$1,000/\$750 (+ PTR as permitted) 84-85 = CPI + PTR 85-86 = CPI + PTR	241.0	269.7	296.2	324.8
Other Expenses	CPI	75.0	81.4	87.9	94.1
TOTAL		316.0	351.1	384.1	418.9
INCOME (\$ millions)					
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
Formula & Non-formula Grants (including BIU-related fees)	83-84 Fees 5%/7% grant 84-85 CPI - 1 85-86 CPI - 1	273.8	291.0	311.4	330.1
Divisional Interest income*	CPI	29.4	31.9	34.5	36.9
Other General University income		8.7	6.4	6.5	6.3
	CPI	4.1	4.5	4.9	5.2
TOTAL		316.0	333.8	357.3	378.5
SHORTFALL		0.0	17.3	26.8	40.4

*Investment float assumed to increase by the percentage increase in income in 83-84 and by CPI - 1 in 84-85 and 85-86. Interest income is assumed to be earned at CPI plus 3%.

shows expenses for the next three years precisely on this assumption, that the staff complement is continued at the current, lower levels.

Model D goes on to show, on the income side, the 1983-84 operating grant increase that would be necessary to produce a balanced budget, after having undertaken with all of the associated difficulties the complement reduction described above. This increase is 12.5 percent. The University community must make clear to the provincial government that any operating grant increase of less than this amount would produce a basic imbalance between income and expenditures that could be corrected only by reducing further our level of activities and number of employees. Part of this imbalance can be handled once only through the special dedicated fund of \$5 million that is being created during the current budget year. If this is applied to the 1983-84 budget, the budget could be balanced with an operating grant increase of 10.3 percent, the difference between this figure and a 12.5 percent increase being equal to \$5 million. Since the \$5 million dedicated fund is available only once, the balance achieved by using it is essentially spurious and we would in fact, even with a 10.3 percent increase in the operating grant, have a basic imbalance of \$5 million going into 1984-85. Through the use of this fund, expenses in 1983-84 can exceed income by \$5 million although our net operating deficit would be zero after commitments and transfers were taken into account.

While every effort should be made to achieve operating grant increases adequate to maintain our current level of service and achievements, we must identify the general shape of a budget that might be needed in response to lower levels of funding.

For purposes of planning the 1983-84 budget—at least until such time as the major uncertainties that will affect the budget are resolved—the Budget Planning Secretariat has been addressing the income shortfall that is projected in Model B-1. This projection is \$17.3 million for 1983-84.

There are a number of tactics that might be adopted to deal with a shortfall of this magnitude. The full dedicated fund could be deployed in 1983-84, the present complement reduction could be continued and further reductions imposed, some turnover savings may be available, the non-salary, "other expense" item can be reduced below the inflation-adjusted level shown in the projections, a budget deficit could be incurred, attention could be directed to our ability to increase "other general university income" above the projected amount and student numbers could be increased with an accompanying rise in student fee income.

On the income side, our ability to generate income above the levels shown in the projection is unfortunately limited, save for the possible influence we might have on the operating grant increase.

Interest income is derived from the efficient investment of our short-term funds, and is determined by events outside our control: the rate of interest and the level and timing of flows into and out of various University funds. The projected 1983-84 interest earnings in Model B-1, \$6.4 million, is \$3.4 million below the actual earnings two years ago. This is a 35 percent decline in interest income, and one of the sources of the extreme financial pressure that will be upon us next year.

"Other general university income" is relatively small and not likely to change much from the projected levels even though we should and

Income and Expense Projections to 1985-86: MODEL B-2

EXPENSES (\$ millions)		Operating grant increase of 7% in 1983-84, and increases of CPI - 2% in 1984-85 and 1985-86.			
		--budgeted--	-----projected-----		
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
	CPI		8.5%	8.0%	7.0%
Salaries and Benefits	83-84 = 5%/\$1,000/\$750 (+ PTR as permitted) 84-85 = CPI + PTR 85-86 = CPI + PTR	241.0	269.7	296.2	324.8
Other Expenses	CPI	75.0	81.4	87.9	94.1
TOTAL		316.0	351.1	384.1	418.9
INCOME (\$ millions)					
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
Formula & Non-formula Grants (including BIU-related fees)	83-84 Fees 5%/7% grant 84-85 CPI - 2 85-86 CPI - 2	273.8	291.0	308.5	324.0
Divisional	CPI	29.4	31.9	34.5	36.9
Interest income*		8.7	6.4	6.5	6.3
Other General					
University income	CPI	4.1	4.5	4.9	5.2
TOTAL		316.0	333.8	354.4	372.4
SHORTFALL		0.0	17.3	29.7	46.5

*Investment float assumed to increase by the percentage increase in income in 83-84 and by CPI - 2 in 84-85 and 85-86. Interest income is assumed to be earned at CPI plus 3%.

Income and Expense Projections to 1985-86: MODEL C

EXPENSES (\$ millions)		Operating grant increase of 6% in 1983-84, and increases of CPI - 2% in 1984-85 and 1985-86.			
		--budgeted--	-----projected-----		
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
	CPI		8.5%	8.0%	7.0%
Salaries and Benefits	83-84 = 5%/\$1,000/\$750 (+ PTR as permitted) 84-85 = CPI + PTR 85-86 = CPI + PTR	241.0	269.7	296.2	324.8
Other Expenses	CPI	75.0	81.4	87.9	94.1
TOTAL		316.0	351.1	384.1	418.9
INCOME (\$ millions)					
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
Formula & Non-formula Grants (including BIU-related fees)	83-84 Fees 5%/6% grant 84-85 CPI - 2 85-86 CPI - 2	273.8	288.8	306.1	321.5
Divisional	CPI	29.4	31.9	34.5	36.9
Interest income*		8.7	6.3	6.4	6.2
Other General					
University income	CPI	4.1	4.5	4.9	5.2
TOTAL		316.0	331.5	351.9	369.8
SHORTFALL		0.0	19.6	32.2	49.1

*Investment float assumed to increase by the percentage increase in income in 83-84 and by CPI - 2 in 84-85 and 85-86. Interest income is assumed to be earned at CPI plus 3%.

will aggressively pursue various opportunities for service marketing or property development. Very soon, the report of our consultants on the University's potential to develop commercially some parts of its property holdings will be brought to Council with recommendations for the next steps that must be taken to realize this potential.

Divisional income has grown at a rate above inflation in recent years and may continue to do so, although we have projected it simply at the rate of change in CPI. However, divisional income above the projected level will not directly contribute to the income shortfall because expenses against that income will be protected, in most cases, from budget cuts. Such a policy of protecting divisional income from cuts has been in place for several years and is elaborated upon in Part II. Its purpose is to ensure that divisional incentives to raise income are not unduly impaired, within the bounds of University policy. There may be some indirect beneficial effect on the income shortfall of higher divisional earnings if such earnings are spent on activities or items that would in any case be a burden on the expense budget. This is a point that will be borne in mind in preparing the budget. Also, some expenses covered by divisional income may not be spared from budget cuts, depending on the result of applying the policies described in the next section.

Fee income is the only remaining source of operating income. An upper limit on fees for grant-supported students is set by the province. For all students except graduate students, fees are essentially at this upper limit. We have, therefore, little opportunity to raise fee income by raising fees at a faster rate than the overall increase allowed by the province.

Fee income could also be increased by increasing the number of students. With the present system of formula grants, an extra student would in the first year contribute to University income by the full amount of his or her fee. In subsequent years, a share of the fee is taken back by the province, but a discounted portion of the student's BIU entitlement is paid out as an operating grant. It is possible, therefore, under the present formula, for a single university to increase operating income by bringing in more students. Because a rise in students leads to a lower BIU value with a fixed provincial allocation to universities, if all universities expanded, none would gain additional BIU funding.

Increased enrolment is not recommended as a source of extra income next year. The University has, for a number of years, adopted an annual enrolment policy aimed at keeping student numbers more or less stable. To depart from this would lead either to serious congestion in those programs that are now strained to the limit or markedly lower admission standards in others. In all likelihood, if admission standards are to be maintained over the next decade, student numbers will have to fall. In any case, this is a sufficiently complex issue that it seems inappropriate to contemplate within this document a departure from current admissions and enrolment policies.

Unless the operating grant increase is above seven percent, the expense side of the budget must carry the burden of the adjustment needed to cope with the \$17.3 million projected shortfall in Model B-1. The adjustment burden could be lightened, however, either by using the \$5 million dedicated fund that is being created during the current budget or

Income and Expense Projections to 1985-86: MODEL D

EXPENSES (\$ millions)		Current complement reduction extended through to 1985-86 and 1983-84 operating grant assumed to be such (12.5%) that the 1983-84 budget breaks even.			
		--budgeted--	-----projected-----		
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
	CPI		8.5%	8.0%	7.0%
Salaries and Benefits without complement reduction	83-84 = 5%/\$1,000/\$750 (+ PTR as permitted)	241.0	269.7	296.2	324.8
Post-freeze complement reducing savings	84-85 = CPI + PTR 85-86 = CPI + PTR	0.0	-4.5	-5.0	-5.6
Revised salaries and benefits		241.0	265.2	291.2	319.2
Other Expenses	CPI	75.0	81.4	87.9	94.1
TOTAL		316.0	346.6	379.1	413.3
INCOME (\$ millions)					
Type	Projection Assumption	1982-83	1983-84	1984-85	1985-86
Formula & Non-formula Grants (including BIU-related fees)	83-84 Fees 5%/12.5% grant 84-85 CPI - 1 85-86 CPI - 1	273.8	303.5	324.8	344.3
Divisional Interest income*	CPI	29.4	31.9	34.5	36.9
Other General University income		8.7	6.7	7.1	7.2
	CPI	4.1	4.5	4.9	5.2
TOTAL		316.0	346.6	371.3	393.6
SHORTFALL		0.0	0.0	7.8	19.7

*Investment float assumed to increase by the percentage increase in income in 83-84 and by CPI - 1 in 84-85 and 85-86. Interest income is assumed to be earned at CPI plus 3%.

by deploying a budget deficit in 1983-84, or both.

It might seem appropriate to plan for a deficit next year, both in order to avoid the institutional pain that even deeper employee complement or expense cuts would entail, and in order to signal clearly the financial pressure on the University. Within the limits of current policy, an accumulated deficit of one and one-half percent of operating income could be created. If we in fact balance income and expense this year, then a deficit of up to \$5 million could be contemplated next year. This, however, could be done only once, and the budget burden in 1984-85 and beyond would be increased. If a deficit of \$5 million were planned for 1983-84, then the subsequent years' budgets would have to handle not only the increase in the shortfall levels projected in the models (i.e., the difference in Model B-1 between \$26.8 million in 1984-85 and \$17.3 million in 1983-84), but also a \$5 million additional base adjustment to eliminate any further accumulation of deficit. If the one-time-only dedicated fund is also used in 1983-84, then the additional adjustment burden—additional, that is, to the required shortfall adjustment—in 1984-85 and beyond would become \$10 million.

In view of the difficulty that we are likely to continue to face in 1984-85, and the desirability of smoothing out expense adjustments over a period of years, it is recommended that the \$5 million dollar dedicated fund be used in 1983-84, but that the University attempt to plan for a balanced budget in that year; balanced, that is, after account is taken of the dedicated fund. If we were to adopt the principle of balance in the development of the budget, this would also provide us with some flexibility if events turn out much worse than projected in Model B-1, forcing upon

us in the end simply no choice in 1983-84 but to create a deficit. We recognize, in addition, the special pressure that may be put on the budget by the fact that UTLAS Inc. has been relieved of its obligation to pay interest on the funds it has borrowed from the University.

A proposal to sanction a deficit outside normal policy limits for a specific purpose is discussed below.

Within the projection of Model B-1, a balanced budget would require us to find \$17.3 million, \$5 million of which would be accounted for by the dedicated fund. This leaves \$12.3 million which must come substantially if not entirely from the projected expenses.

To continue with the post-freeze, reduced staff complement level in 1983-84 would lower Model B-1 projected salary and benefit costs by approximately \$4.5 million. We recommend that this be done.

This leaves, for budget planning purposes, a further \$7.8 million to be cut from projected expenses. There are three possible sources for this amount:

- (1) further complement cuts;
- (2) turnover savings arising from the hiring at lower salaries academic or non-academic replacements for individuals who retire or otherwise leave; and
- (3) a reduction in other, non-salary expense.

Because of the desire to protect non-salary expense increases offset by divisional income increases and because of the need or desire to protect some areas of expense, like utilities and library acquisitions, from inflation, our capacity to reduce non-salary expenses—item (3) above—is minimal. With careful analysis, we might find it possible to cut between \$2 and \$3 million from the amount projected in Model B-1.

This leaves a remaining \$5 or \$6

million to be found through a combination of turnover savings and further complement reductions, if the \$17.3 million shortfall projection turns out to be accurate. Clearly, there is a strong possibility that staff complement will have to be reduced during the course of 1983-84 by a further 40 or more academic positions and by as many as 100 non-academic positions. As has been the case this year, we would hope that most of this reduction, if it proves necessary, will be met through normal attrition.

Because staff complement reductions will likely be such a necessary and important aspect of our budgeting and planning over the next several years, it is important that we develop the capacity to achieve resignations or retirements that are mutually agreed upon between the University and the leaver. To this end, we would like to see created an early retirement/voluntary resignation fund of an amount to be determined after further analysis. The creation of this fund should not worsen the task of dealing with the projected income shortfall. We propose, therefore, that money directed through the operating budget to this fund be regarded as an expense over and above the expense level necessary to balance the budget, and that any resulting budgetary deficit be treated as an amount not to be counted within the current policy limit or deficits. A recommendation along these lines will be brought to the Business Affairs and Planning & Resources Committees as soon as possible.

None of this focus on the need to reduce expenditures denies the enormous vitality of our institution, nor reduces the excitement of creation, discovery and learning that is the essence of the university. But a tight budget and uncertain financial future necessarily affect decisions

that bear on the range and intensity of our activities. To preserve our vitality and to move forward in new areas and directions almost certainly calls for us to retrench in others. In order to achieve such dynamic retrenchment, this and future budgets must be guided by a strong sense of longer run institutional considerations. To help achieve this end, analysis and planning is well underway in four areas of strategic concern:

- 1 The identification of those academic or administrative activities we would reduce, enlarge or leave unchanged in size, and the identification of new areas to be developed. The final section of these guidelines describes some of the policies and procedures that will guide this activity.
- 2 An analysis of efficient, cost-reducing changes with essentially no change in output or service levels. Strategic action in this area is one or other of two types: cost-reducing changes within areas of a single vice-president's responsibilities; and changes that cut across vice-presidential areas of responsibility.
- 3 A focus of attention on new or expanded income sources. This requires us to pay special attention to income-generating possibilities in the areas of research, especially contract research, the sale of services, property development, and among alumni or other sources of private funding.
- 4 The creation of a more visible, well structured and coordinated public relations effort, with the central purpose of encouraging the public and its governments to understand better the importance within the economy and society of universities and the University of Toronto in particular.

Decisions resulting from activity in each of these areas will contribute to the final budget recommendations that are brought to Council.

The general process for arriving at the final budget will be somewhat different this year. In the recent past, an initial or preliminary budget cut has been assigned to budget divisions by central administration. This initial cut was sufficiently deep to permit in the successive stages of the budget's development some add-back allocations to be made and some reallocate or new initiative expenditures to be considered and funded by the central budget group. This process was discussed in last year's Guidelines, where it was concluded that it would be better to minimize the initial cuts even though this reduced the capacity of the central group to fund reallocate initiatives.

We propose this year to carry this conclusion the next step: there will be a central analysis of the extent to which different units or activities should bear cuts or should attract additional financing, within the limits of the broad guidelines enunciated in this document. This determination will be aided by strategic planning in the areas noted above and with the assistance, as appropriate, of committees such as the President's Advisory Committee on Institutional Strategy and the Planning Subcommittee. We will encourage widespread consultation.

Once this initial determination is made by the Budget Planning Secretariat, it will be translated into a budgetary impact for each vice-presidency. The office of each vice-president will then have responsibility for assigning the 1983-84 budget target to each division, within the limits of decisions taken in the Budget Planning Secretariat and ap-

proved by the President. Reallocation initiatives other than those initially recognized by the secretariat will have to be funded from other resources available at either the vice-presidential or the divisional level. The process, in short, will be more decentralized and involve fewer iterations between divisions or vice-presidential offices and the central secretariat.

Clearly, budget planning must begin with some projection of our expected income. We are working at the moment, as has been stated above, with the projection shown in Model B-1. Throughout the process we must be alert and responsive to new information that would lead to a better projection, and ultimately to the operating grant increase itself which may well not be announced until February 1983.

PART II

General Policies and Procedures

Although important elements of the Budget Guidelines must change each year as the University's financial circumstances change, there are some elements of the Guidelines which need not be revised annually. These elements are those which deal with basic budgetary procedures and issues which pertain in any circumstances. Most of these elements of the Guidelines have appeared without major revision in each of the last few years, but the commitment to them has never extended formally beyond the Guidelines for any particular year. The restriction of this commitment to an annual cycle has introduced an unnecessary and undesirable level of unpredictability to the budgetary process, particularly from the perspective of heads of divisions.

In order to make the process as stable and predictable as possible, the Guidelines for 1983-84 contain a separate section in which basic budgetary policies and procedures are presented with the intention of placing them permanently in place, subject to review when necessary.

Basic Budgetary Policies and Principles

Divisional income

Many academic and administrative divisions earn income directly from programs and services that they provide to individuals and agencies both within and outside the University. These programs and services range from non-credit courses to steam for heating systems. The income earned from them is credited directly to divisional budgets and used at the discretion of the heads of divisions largely to meet the expenses of generating the income. In most cases the fees for these programs and services and the levels of service provided are determined by the divisions, provided that the services are operated on a cost-recovery basis. But there are exceptions when:

- a The income from a program or service is controlled externally by either a limit on fees or on the level of service, or both, as is the case in a service to students for which an incidental fee is charged. The University, through the Governing Council, in this case sanctions the fee and the number of students to whom it is charged, thus determining the division's income from the service.
- b The income from a program or service is not sufficient to meet its costs, thus necessitating a subsidy. These subsidies sometimes are expressly identified and budgeted for, and sometimes are indirectly absorbed by a division's operating budget.

c A division must provide the program or service and must provide it at a certain level, or both. This usually is the case when other divisions of the University rely on a service which is practically unavailable elsewhere.

Each of these exceptions is in principle due to the absence of a market mechanism which otherwise would regulate prices and levels of service.

The question that arises about divisional income is whether or not it should be taken into account in making decisions about divisional budgets. When divisional income is taken into account, the resources that are seen to be available to a division are greater than they would be if divisional income is excluded. When divisional income is not taken into account, divisions are given an incentive to seek and increase divisional income, thus maximizing the resources available to the University, albeit on a divisional basis.

Resolving this question depends on whether or not a division actually has an incentive and a capability to control divisional income. In most cases, divisions do have this control. It is generally absent in regard to income from fines, from services that must be provided as obligations under University policy, from postal services, from transportation services within Metropolitan Toronto, and from overhead charges to grants and contracts. In consequence, the following policies and procedures apply:

- 1 Where a division has an incentive and a capability to control divisional income, the basis for budgetary decisions should be the division's base budget excluding divisional income.
- 2 Where a division has neither an incentive nor a capability to control divisional income, the basis for budgetary decisions should be the division's base budget including divisional income.
- 3 Programs and services that are funded from divisional income should operate on a cost-recovery basis.
- 4 If a program or service that is funded from divisional income cannot operate fully on a cost-recovery basis, a deliberate policy decision should be made through the budget process to provide a subsidy. The subsidy should be identified as such in the Budget Report and in the budget of the division, and may be subject to annual review in terms of the University's ability to provide the subsidy.
- 5 All proposals to increase divisional expense by increasing divisional income must be submitted for review and approval in the Budget Report.

Carried forward funds

The University's current practice is to allow a division to defer spending of the funds that are assigned to it in a given year and to carry consequently unspent funds forward to the next budget year. Although a divisional deficit sometimes may be written off, it too must be carried forward as a first charge against the next year's budget.

The causes of carry-forwards vary. Many are due to delays in filling vacant positions. Others are due to unanticipated increases in divisional income. Some are part of deliberate attempts to accumulate funds that are needed to make major acquisitions of equipment or building alterations. Whatever their origin, funds that are carried forward provide the only measure of flexibility available to many divisions.

The purposes of carried forward funds in divisional budgets are sometimes similar to the purposes of large

funds which are assembled at the institutional level, for examples, the Special Equipment Fund and the alterations and renovations budget.

The following policies and procedures should apply to carried forward funds:

- 1 Unspent divisional funds may be carried forward from one budget year to the next at 100 percent.
- 2 Deficits in divisional operating budgets must be carried forward as a first charge against the next year's budget.
- 3 Divisions should have deliberate plans for using carried forward funds and for extinguishing deficits.
- 4 The availability of carried forward funds and plans for their use may be taken into account in allocating central special purpose funds.
- 5 Carried forward funds should be used to supplement instead of supplant base budgets. They should not customarily be used to support continuing expenses, particularly salary expenses.
- 6 The availability of carried forward funds does not relieve divisions of the responsibility to plan for base budget reductions that are deferred by application of the carried forward funds.
- 7 The availability of carried forward funds does not relieve divisions of the responsibility to seek the normal approvals and follow the normal procedures for expenditures that are regulated by other University policies. For example, an alteration or renovation project must be reviewed and approved by the Committee on Accommodation & Facilities (CAF) even if no funds are sought from the committee.

"One-time-only" additions to divisional budgets

Not all expenses are for activities that require continuing support from year to year. This obviously is the case where funding is required for special projects and periodic acquisitions of equipment and library collections. But it also is the case when funding is needed to initiate a program that will continue or temporarily to span a period during which a normal source of funding will be unavailable.

Whatever the reasons for making a "one-time-only" addition to a division's budget, these regulations apply:

- 1 All additions made for "one-time-only" will be reversed automatically at the end of the budget year for which the addition was made, and will not be restored except by an express recommendation in the annual Budget Report.
- 2 "One-time-only" provisions may be made for more than one year, provided that there is a definite and practical schedule for terminating the provision. That schedule must be specified at the time the provision is first made.
- 3 Additions made on a "one-time-only" basis must be for expenses that are either genuinely temporary or, if they are continuing, will be funded from alternative sources (for example, divisional income and research grants or contracts).

May and June salaries

The University's budget year extends from May 1 to April 30. The salary year for most staff is July 1 to June 30, which is the period to which salary increases apply. Annual adjustments for salary increases are for twelve months: ten months in one year and two months (May and June) in the next. When divisions set their budgets, they must ensure that the salary commitments for May and June of each following year will be met.

Budget report

The President annually submits a Budget Report to the Governing Council, through the Planning & Resources Committee and the Business Affairs Committee, for review. The Budget Report includes a Financial Report that summarizes the official financial detail of the forthcoming budget. The recommendations of the Budget Report explain the specific purpose of additions to divisional budgets and the general purpose of funds that will be distributed to divisions during the course of the budget year. The report also contains a Supplementary Budget Plan to guide adjustments—either upward or downward—that may have to be made in the course of the budget year.

The basic principle of the Budget Report is that funds are allocated to divisions on a "global" as opposed to "line by line" basis. This principle relies on the judgement of principals, deans and directors to allocate the funds available to each division within the following policies and procedures:

- 1 Additions and reductions must be consistent with divisional plans and objectives, as recognized by the Planning & Resources Committee.
- 2 Funds that are added by specific recommendations in the Budget Report should not be diverted to other purposes.
- 3 Reductions may not be exported from one division to another; each reduction must result in a reduction of net University expense.
- 4 Reductions that affect income are not permitted unless they can produce a net reduction in expense.
- 5 Divisional expenses (in the -14 account, except for funds located there temporarily) for teaching assistance may not be reduced in proportion to base budget reductions in University expense overall. Disproportionate divisional variations may be permitted on the recommendation of the Vice-President and Provost, provided that the overall University result is not disproportionate.
- 6 Academic computing accounts (-90 and -98 accounts) are not convertible to categories of expense other than those for computing.
- 7 For a division to receive support from special funds, like the Special Equipment Fund, it may not have met its budget reduction by decreasing its accounts for the same area of expense for which support is sought from the special fund.
- 8 Staff benefit accounts (-96 accounts) are not convertible to other categories of expense.

Basic Policies and Principles for Strategic Planning, Evaluation and Budgeting

Despite occasional changes in organizational detail, the University of Toronto has consistently endeavoured to establish and follow a comprehensive system for planning, evaluation and budgeting. Such a system must depend partly on quantitative analysis and partly on qualitative judgement. However the system is organized it must be guided consistently by these principles:

- 1 The University, its faculties, schools and colleges should have and be guided by reasonable plans. Divisional plans are a matter of official record through the Planning & Resources Committee of the Governing Council.
- 2 Plans should be founded on the academic purposes of the University and its faculties, schools and colleges.
- 3 Academic purposes should take priority over other purposes.

- 4 The University's budgets—both operating and capital—should be financial translations of institutional and divisional plans and priorities.
- 5 The effectiveness of the translation of plans and priorities into budget allocations to particular programs, services and activities should be evaluated periodically according to consistent criteria.
- 6 Budgetary allocations, whether for increases or decreases, should be differential according to plans, priorities and evaluation.

To realize these principles, certain procedural arrangements must be made and consistently followed, particularly if the horizon for planning and budgeting is to extend beyond a single budget year and if managerial responsibility is to be distributed effectively across departmental, divisional and institutional levels.

Plans and objectives

Since the early 1970's the University has had in place various procedures for establishing institutional and divisional plans. These are now in place as a matter of official record for the following divisions:

- Applied Science & Engineering Continuing Studies
- Dentistry
- Education
- Erindale College
- Forestry
- Law
- Library & Information Science
- Management Studies
- Medicine
- Music
- Nursing
- Pharmacy
- Physical & Health Education
- Scarborough College
- Woodsworth College (under review in 1982-83)
- Plans for the following divisions are in various stages of preparation:
 - Architecture & Landscape Architecture
 - Arts & Science (St. George campus)
 - Graduate Studies

Objectives for the University were approved by the Governing Council in 1973.

Criteria for evaluation

The efficiency and effectiveness of planning and budgeting depends on periodic evaluation based on publicly stated and consistently applied sets of evaluative criteria. The following sets of criteria are used in the development of administrative recommendations regarding plans and budgets.

A Planning and Budgeting Criteria for Evaluating Academic Programs (Table A)

1 QUALITY

a and b. Quality of faculty
The most important element in the quality of a program is its faculty. In turn, the quality of the faculty can be expressed in terms of the quality of instruction and the quality of research. A separation of instruction and research may be particularly applicable to a professional program with a large clinical or practical component.
The traditional indicators of faculty strength are published scholarship, teaching evaluations, research grants and contracts, awards and honours, professional leadership and contributions, and comparative ratings, mainly by peer evaluation. In many programs the size and specializations of the faculty also are indications of quality, and suggest a minimum size and variety below which a program becomes unviable.
Ratings of quality are necessarily comparative. In the case of the University of Toronto, the reference

TABLE A
Planning and Budgeting Criteria for Evaluating Academic Programs

Evaluative criteria	Expressions of Measurement	Alternative courses of action
1. <u>Quality</u>		
a. quality of instruction b. quality of research c. quality of student d. quality of facilities and equipment e. quality of library collections f. quality of specialized support staff	quality of faculty exceptional, strong, adequate, weak excellent, good, average, poor excellent, adequate, inadequate excellent, adequate, inadequate excellent, adequate, inadequate	E V A L U A T I O N A. Continuation at current levels of activity, including enrolment, operating budget, complement and facilities B. Continuation at lower levels of activity, with reductions in: i. enrolment ii. operating budget iii. complement iv. facilities C. Continuation at higher levels of activity with additions in: i. enrolment ii. operating budget iii. complement iv. facilities D. Continuation at lower levels of activity with selective development of specific programs by reconfiguration, with reductions (either total or partial) or additions in: i. enrolment ii. operating budget iii. complement iv. facilities E. Discontinuation F. Introduction of new programs, with additions in: i. enrolment ii. operating budget iii. complement
2. <u>Institutional role</u>		
a. centrality to the purposes of the University b. demand for access c. demand for graduates d. demand for research and consulting e. service teaching for other programs f. comparative advantage or uniqueness i. locally ii. provincially iii. nationally	central, neutral, peripheral high, medium, low increasing, stable, decreasing increasing, stable, decreasing high, medium, low yes, no yes, no yes, no	
3. <u>Feasibility</u>		
a. relationship of cost to revenue b. consistency and quality of planning and management c. flexibility and opportunity	surplus, break even, deficit good, adequate, inadequate much, some, little	

points for comparison are national or international standards of scholarship. Using these standards, measurements of quality may be expressed as follows:
—*exceptional* indicates a level of quality that can be achieved by only a few institutions
—*strong* indicates a position of noteworthy leadership and distinction well above the average for a professional or disciplinary field
—*adequate* indicates an average level of quality which is respectable but not noteworthy
—*weak* indicates a level of quality which is below the standards of scholarship normally expected.

c Quality of student
The quality of an institution's or program's students can be measured at either admission or graduation, or both.
At admission the traditional indicators of quality are grades, standardized test scores and academic awards. In Ontario, secondary school grades and curricula are more uniform than they are in many other jurisdictions. Approximately 85 percent of all undergraduates at the University of Toronto are admitted on the basis of Grade 13 grades. Standardized tests are required for admission to some programs (for example, Pharmacy) and are not used at all in others.
Despite the large degree of commonality in grades, the quality of applicants often varies among programs. For example, the quality of applicants to one program in the University may be considerably lower than the quality of applicants to another program in the University, but may be higher than the quality of applicants to the same program in another university. This criterion, then, may be applied either internally against a common University standard or externally against a provincial standard.
At graduation the measurement of quality is more difficult, but placement, admission to advanced programs, student research, career achievement and academic awards are useful indicators.

d Quality of facilities and equipment
The significance of this criterion will be greater for some programs than others. It is most significant for programs in the theoretical and applied sciences, performing and studio arts, and clinical health sciences. Although this criterion usually is less important than others, an inadequacy in facilities and equipment—particularly facilities—can be so costly to correct that a remedy is impractical, thus forcing a major decision about program continuation.
The measurements for expressing the quality of facilities and equipment are partly definitive, for example by the application of a space standard, and partly derivative, for example by the identification of the sorts of facilities and equipment which normally are associated with academic programs of the type being compared.
e Quality of library collections
This criterion is similar to that for facilities and equipment. The principal differences are that it will be greater for programs in the social sciences and humanities and that it is amenable for fewer courses of remedial action. Library collections are built up incrementally and lapses in acquiring books and documents can be irrevocable, whereas equipment and facilities can be replaced periodically. The quality of a library collection usually is expressed in reference to a specific program and in terms of the standard normally associated with that type of program.
f Quality of specialized support staff
The significance of this criterion will be greatest for programs in the sciences that rely heavily on technical support staff. The ratio of technical support staff to academic staff is an obvious means of measuring the quality of specialized support staff. Other than that of numerical expression, the quality of specialized support staff will be expressed subjectively, and probably will be significant only when that quality is unusually high or low.

2 INSTITUTIONAL ROLE
a Centrality to the purposes of the University
Centrality is at the same time an extremely important criterion and a very difficult one to define and apply. Centrality basically refers to the role of a program and the relationship of that role to the purposes of the University. That role can be either primary or secondary, or both. A primary role, for example, can be assigned to many undergraduate programs in the arts and sciences. A secondary role, for example, can be assigned to a program that provides large amounts of service teaching to other programs. Secondary roles are not necessarily permanent. It is possible to provide service teaching without retaining the superstructure of a formal program or organization. As a concept, centrality either is applicable to a program or it is not, hence the expressions: "central", "neutral", and "peripheral". A practical way of determining the centrality of a program is to ask whether or not its absence would seriously alter the quality and content of remaining programs, or would seriously alter the stated purpose of the University. If the answers to these questions are ambiguous, the role of the program in question or the objectives of the University probably also are ambiguous.
b Demand for access
Demand for access usually is expressed well as the number of applications for admission to a program. These numbers in turn can be expressed either as current actual figures or as projected figures. Actual figures are readily available, although there often is a need to sub-divide them in terms of choice (in Ontario this means first, second and third choice as reported to the Ontario Universities Application Centre), in terms of secondary applications which indicate the extent of interest in a specific institution or program, and in terms of the quality of applicants.
Demand for access also occurs after admission, as students make elective

decisions about programs within and sometimes among faculties. This demand usually is expressed best as the number of courses taught, both to students who specialize in the field and those who enrol in only a few courses.

c Demand for graduates
From the perspective of planning, the demand for graduates is a significant criterion. But forecasting the need for graduates is extremely difficult. Forecasts of manpower requirements are often problematic if not precarious and more often are forecasts of labour markets more than of manpower needs. Even when forecasts are reliable, they extend to cycles that are shorter than most educational cycles.

In consequence, despite the importance of this criterion, the University must be cautious in applying it. For some programs the criterion bears no relevance; in these cases quality and the demand for access predominate.

Demand for graduates is a long-term concept; it has virtually no meaning in the short term. Consequently its measurement is expressed best as trends: "increasing", "stable", and "decreasing".

d Demand for research and consulting
In Canada, governments, research councils, foundations, and other public agencies are increasingly setting strategic goals for research. These goals, when funded, represent a demand for research or for a capability to conduct research.

Although it is not customarily called for as a matter of public priority, the demand for consulting from public agencies and private corporations does vary and can constitute a demand for a program.

e Service teaching for other programs
Service teaching is measurable and usually is expressed in terms of full course equivalents (an FCE is one student in one full-year course or two half-courses). There can be two sources of the demand for service teaching. One is the result of curricular requirements. The other is the result of student interest in elective courses.

The significance of this criterion can vary. In some programs, service teaching is largely a matter of organization; the instruction provided as service teaching could be provided within the program itself. In other programs, service teaching is provided by a distinctly separate discipline or field of study which could not be included practically in the program.

f Comparative advantage or uniqueness
A program may have distinctive features that merit its support by the University, although it may not be central to its purposes. This criterion can be applied at three levels:

- i A program may be *locally* distinctive if it serves a particular local need or if its location offers a specific advantage which is not present elsewhere. For example, a professional or health science program may have opportunities for clinical practice and demonstration which are not available to other institutions and programs.
- ii A program may be *provincially* distinctive. Some programs at the University are either the only ones in the Province or are among a small number in a field of major importance to the Province.
- iii A program may be *nationally* distinctive for the same reasons that it is provincially distinctive; but on a broader scale.

There are no degrees of comparative advantage and distinction: a program either has these characteristics or it does not.

TABLE B
Planning and Budgeting Criteria for Evaluating Administrative Services

Evaluative criteria	Expressions of Measurement	Alternative courses of action
I. Institutional role		
a. demand for service	high, medium, low	E A. Continuation at current levels of activity, including organization, operating budget, complement and facilities
b. level of service actually provided	meets all demand, meets most demand, meets some demand	V
c. role of service	essential, important, peripheral	A
d. role of constituencies served	central, neutral, peripheral	L
II. Quality		
a. quality of service	excellent, good, average, inadequate	U B. Continuation at lower levels of activity with reductions in: i. operating budget ii. complement iii. facilities iv. range of services offered and no change in organization.
b. range of service	inclusive, generally broad, narrow	A
c. relevance of service	high, medium, low	T
b. consistency and quality of planning and management	good, adequate, inadequate	I C. Continuation at lower levels of activity with reductions in: i. operating budget ii. complement iii. facilities iv. range of services offered and reorganization
c. flexibility and opportunity	much, some, little	O
III. Feasibility		
a. relationship of cost to revenue	surplus, break even, deficit	N D. Continuation at higher levels of activity, with or without reorganization, and with additions in: i. operating budget ii. complement iii. facilities iv. range of services offered
b. consistency and quality of planning and management	good, adequate, inadequate	
c. flexibility and opportunity	much, some, little	
		E. Discontinuation

3 FEASIBILITY

a Relationship of cost to revenue
This criterion, while obviously important, is very complex and problematic. It is difficult to assign costs—especially overhead costs—precisely. Under the Operating Grants Formula, income is earned on an institutional basis in terms of enrolment in program categories that do not necessarily correspond to the University's academic organization. Hence the link between income and expense is not necessarily direct.

The terms for expressing this relationship also are problematic. Instead of "surplus", "break even", and "deficit" one could have chosen the terms "excellent", "adequate", and "poor". The second series of expressions would be indicative of the potential of a program to close gaps that may be identified by the application of other criteria.

b Consistency and quality of planning and management

c Flexibility and opportunity
The application of criteria of quality and need may indicate a reasonable and desirable course of action, but the practicality of that course of action may depend on the program in question's ability to execute that course of action (which in turn may depend on its planning and management capabilities) and on its opportunities to do so.

These criteria are different from one another in one important respect. The consistency and quality of a program's planning and management may nullify courses of action which otherwise might be chosen. The absence of flexibility and opportunity to undertake a course of action may postpone its execution, but not necessarily nullify it.

B. Planning and Budgeting Criteria for Evaluating Administrative Services (Table B)

The criteria for evaluating administrative services are organized differently from the criteria for academic programs because in principle the need for administrative services is more important than their quality in determining their role in the University. Levels of quality of administrative

services need only to be as high as the academic purpose of the institution requires, even though higher levels of quality might be attainable.

1 INSTITUTIONAL ROLE

a Demand for service
and

b Level of service actually provided
These concepts are of greatest importance and essentially are expressions of supply and demand. From an administrative perspective, services should not attempt to respond to a demand that does not exist or is of minor importance to academic programs and institutional requirements. In most cases supply and demand can be expressed by quantitative measures of workload, for example the number of records maintained or the number of buildings cleaned. But supply may not meet demand, as is particularly the case when resources are limited and administrative services are deliberately not funded to an extent that would enable them to respond fully to demand.

c Role of service
The role of an administrative service is measured by the extent to which the operation of the University or one of its part depends on it. Some services are essential. Others may not be essential, but may so enhance the operation of the University that their importance is great. A practical means of determining a service's role is to ask what the effect of its absence would be.

d Role of constituencies served
Administration is essentially a supportive activity. Consequently administrative services must to some extent be evaluated in terms of the centrality of the programs which they serve.

2. QUALITY

a Quality of service
The quality of most administrative services can be expressed in comparative terms, with services at other universities and comparable institutions as reference points. Due to organizational variations, these comparisons are not easy to make, but some are available. Another and probably more important expression

is one which indicates the extent to which a service satisfies the needs of academic programs and other services at this university. In this sense quality is neither an independent nor a comparative criterion.

b Range of service
The extent to which an administrative service satisfies the needs of the programs which it supports sometimes is a measure of the range or variety of the service; not of the inherent quality of the service. In a large, complex institution like the University of Toronto the demands for administrative services may be more varied than the range of services supplied.

c Relevance of service
Measures of excellence in academic programs can be made in many instances regardless of a particular place in time. But for administrative services, quality is partly measured in terms of the requirements for them in the present or the definitely foreseeable future. As a criterion relevance is an expression of the match between the current requirements of programs served and the service provided.

3 FEASIBILITY

a Relationship of cost to revenue
Some administrative services are provided on a cost-recovery basis. When revenues do not equal costs, or costs are not fully charged to users, the University is in effect subsidizing these services. The concept of subsidy is not objectionable; often it is necessary. The size of a subsidy is therefore an important criterion, in both absolute terms and proportional terms in relation to total cost.

b Consistency and quality of planning and management
and

c Flexibility and opportunity
These criteria are in most respects the same for administrative services as for academic programs although administrative services normally have greater flexibility and opportunity. The only major limitations on the flexibility and opportunity of an administrative service are the time needed by programs and other services to adapt to a change in the service and the time needed to complete

projects that have been undertaken by a service but not yet completed.

Application of criteria for evaluation and the focus of budgeting

There often is in the University a difference between a program and the organizational arrangement under which it is offered and supported. In academic areas the identity of programs and organizations usually coincide, but there are exceptions. In administrative areas, these identities frequently do not coincide, particularly where similar activities occur at both the institutional and divisional level.

But if plans and priorities are to be translated effectively into budget allocations, and if evaluations are to measure efficiency and effectiveness realistically, the focus of evaluation and budgeting must be directed to generically similar groups of programs and activities.

Focus is important for another reason. If a balance is to be struck between divisional and institutional administration, and if budgets are to be set "globally" instead of "line by line", evaluation and budgeting must at least approximately coincide with levels of managerial responsibility.

The following table organizes the University's operating budget into Budget Groups for the purposes of budget development. For the Budget Groups that comprise administrative and support services, the table also indicates generic functional activities that define activities that may occur in academic divisions and in central offices.

Budget Group	Functional Group
Budget Group I: Arts and Science	
Faculty of Arts & Science	
Erindale College (academic programs and services)	
Innis College	
New College	
Scarborough College (academic programs and services)	
University College	
Budget Group II: University-wide Schools, Colleges and Programs	
School of Continuing Studies	
School of Graduate Studies (excluding student assistance)	
Transitional Year Program	
Woodsworth College	
Budget Group III: Health Sciences	
Faculty of Dentistry	
Faculty of Medicine	
Faculty of Nursing	
Faculty of Pharmacy	
School of Physical & Health Education	
Budget Group IV: Professional Faculties and Related Programs	
Faculty of Applied Science & Engineering	
Faculty of Architecture & Landscape Architecture	
Faculty of Education	
Faculty of Forestry	
Faculty of Law	
Faculty of Library & Information Science	
Faculty of Management Studies	
Faculty of Music	
Faculty of Social Work	
Royal Conservatory of Music	
Budget Group V: Other Academic Costs	academic support services
Budget Group VI: Academic Services	
University of Toronto Library	library service
University of Toronto Computing Service	academic and administrative computing
Media Centre	media services
Budget Group VII: Administration and Governance	
Office of the Governing Council	
Office of the Ombudsman	
Office of the President	
Office of the Vice-President and Provost	
Office of the Vice-President, Business Affairs	financial management, general administration, logistical services (for example, purchasing, parking, and security)
Office of the Vice-President, Institutional Relations	public relations, development
Office of the Vice-President Personnel and Student Affairs	personnel administration, student services, career counselling, career placement, health services, athletics
Office of the Vice-President (Research & Planning) and Registrar	research administration, planning and analysis, student recruitment, admissions and records, space management, examination scheduling, financial aid administration and counselling
Budget Group VIII: Student Assistance	
Undergraduate Student Assistance	financial aid
School of Graduate Studies fellowships and bursaries	
Budget Group IX: Physical Plant	
Physical Plant Department (St. George campus)	maintenance and utilities, rent, alterations and renovations
Erindale College Physical Plant	
Scarborough College Physical Plant	
Budget Group X: General University Expense	
Budget Group XI: Ancillary Enterprises	

Obligatory and protected Expenses

Within the University's operating budget there are several categories of expense which are obligatory, either because they are practically unavoidable (for example, utilities) or are required by formal agreement (for example, tuition waivers for staff dependents). Meeting these obligations does not imply that means should not be continually sought to achieve greater efficiency, to reduce

the need for some of these expenses, or to review policies on which some of them are based. Each year these obligatory expenses must be indexed, usually to prices but in some cases to other factors, for example, enrolment:

- 1 Membership fees
- 2 Computer rental and service contracts
- 3 Tuition waivers and tuition allowance scholarships
- 4 Rents, including examination space

- 5 Compliance with Atomic Energy Control Board, Occupational Health and Safety, and Bio-safety regulations
- 6 Utilities
- 7 Physical Plant contracted services
- 8 Audit fees
- 9 Insurance premiums
- 10 Some categories of postage (for example: payroll, admissions, Governing Council elections)
- 11 Research leave commitments for academic administrators
- 12 Transfer payments to other institutions (Federated Colleges block grant and Sheridan College transfer payment)

Some categories of expense are protected as a matter of policy against budget reductions and the effects of inflation. These categories are:

- 1 The library acquisitions fund
- 2 Graduate fellowships and bursaries
- 3 Undergraduate scholarships and bursaries

Protection of these expenses does not imply that they must be provided in any particular way (for example, through a centrally held fund) or that under-spending should not be taken into account. The principle of protection is that the general level of support should be maintained in real terms.

In addition to these obligatory and protected expenses, there are from year to year other obligations that must be met as a result of previous budgetary decisions which extended over more than one year. As a matter of budgetary principle, the annual Budget Report may make commitments that are incumbent on future Budget Reports. This is an important principle if the annual budget is to be an expression of plans and priorities.

There also are obligations that occur periodically as a result of policy decisions (for example, to establish a new program) which must be met initially, but which do not require annual action subsequently.

Budget Development

The combination of plans, evaluative criteria and budget groupings is the foundation on which a system for developing an annual budget is based. Budget development normally follows these steps:

1 Budget Guidelines: The Budget Guidelines annually set the parameter of budget development. Of central importance in the Guidelines is a series of models that project income and expense. By indicating the most probable model or combination of models, the Guidelines determine the overall adjustments that must be made in the University's base operating budget in the forthcoming year and, to the extent possible, in the two subsequent years. From year to year the Guidelines may also set special budgetary priorities, indicate the advisability of surpluses or deficits, outline funding and budgetary strategies, and determine levels of discretionary allocation to support new initiatives.

2 Budget recommendations by Budget Group and Functional Group: The initiative in applying evaluative criteria and recommending alternative courses of action based on them is initially the responsibility of the University's administration, in particular the vice-presidents, vice-provosts and assistant vice-presidents. Working together and reporting to the President, they develop a preliminary budget recommendation for each Budget Group and, in turn, each Functional Group. Those recommendations may vary considerably, and may include increases as well as decreases. They also develop at this stage general recommendations for funding to offset (usually only partially) the effects

of inflation on various categories of non-salary expenses.

3 Budget recommendations by division and category of general expense: Working individually, the vice-presidents, vice-provosts and assistant vice-presidents next devise specific recommendations for each academic division, administrative division and category of expense for which they are administratively responsible. These recommendations are devised in close consultation with the heads of divisions and, where responsibilities overlap, with other vice-presidencies. Divisional recommendations are devised under these guidelines:

- a Recommendations for individual divisions should be made in the light of divisional plans and evaluative criteria.
- b Divisional recommendations need not coincide with Budget Group recommendations.
- c Divisional recommendations should coincide, where practical, with Functional Group recommendations, thus ensuring that certain administrative functions are treated in approximately the same

terms institutionally and divisionally.

d Within a Budget Group, reductions made in one division may be used to fund additions in another division at the discretion of the responsible vice-president, provided that the additions are used to fund priorities recognized in officially approved plans.

e Budget submissions are not required universally. If an early decision is made to make no changes in a division's budget or to change it by comparatively minor proration, no submission is necessary unless the division wishes to request additional funds.

4 Final recommendations: Again working together, the vice-presidents, vice-provosts and assistant vice-presidents review and integrate Budget Group and divisional recommendations. This review may result in some adjustments as income and expense projections are refined, if some initial Budget Group recommendations are found to have been impractical, if the cost of obligatory and protected expenses is different from initial estimates and if some divisional

requirements are too large to be accommodated by reallocation within the respective Budget Groups.

5 Advice and consultation: Throughout the process of budget development the University's administration will seek advice from committees struck especially by the President. The President's Advisory Committee on the Budget and the President's Advisory Committee on Institutional Strategy are past and current examples of this type of committee. These committees do not themselves initiate recommendations or conduct independent evaluations. They comment with informed and critical judgement on recommendations which are brought forward by the University's administration. Of particular importance are the comments of these committees about courses of action which are recommended as a result of the application of evaluative criteria. This advice normally would be sought between Step 3 and Step 4.

6 Development of the capital budget: Until 1983-84 the University did not customarily set a prospective capital budget. As the links

between capital expense and operating expense became close, particularly through the Alterations and Renovations Fund in the operating budget, it became advisable to set both budgets in the annual Budget Report.

The capital budget is determined to a large extent by the Ministry of Colleges & Universities' capital grant in response to the University's Capital Requests List, which usually is submitted in December or January of each academic year. The other major determinant is the advice of the Committee on Accommodation & Facilities (CAF) about alteration and renovation projects which need to be carried out in the foreseeable future. Under this arrangement the only operating funds that are assigned to alterations and renovations is a comparatively small contingency fund.

7 Preparation and submission of the Budget Report: The Budget Report is a summary of administrative recommendations which the President submits to the Governing Council for review and approval.

Proposed Budget Guidelines for 1983-84

Budget guidelines exist for the purpose of providing an agreed upon general framework within which the budget is to be constructed. They are approved early in the budget-making process, at a time when the magnitude of the University's main income source—provincial operating grants—is not known and when, in most years, the level of the major expenditure item, salaries and benefits, is difficult to estimate. There is, therefore, considerable uncertainty about the degree of financial pressure to which the University will in fact have to respond in the budget itself.

This year, we can be more certain than usual about the rate of increase in individual salaries and benefits for 1983-84 because of the constraints imposed by Ontario's proposed compensation restraint legislation. On the income side, however, uncertainty is even greater than it has been in recent years, both because of the state of the economy and because the arrangements that will govern the level of post-secondary fiscal transfers from Ottawa to the provinces in 1983-84 have not yet been settled.

Various elements that will bear on 1983-84 expenses and income are described in the companion document, "Background to the 1983-84 Budget Guidelines", in which possible approaches to the budget are discussed. These guidelines are built upon that discussion.

Projections have been made of the University's expense level in 1983-84 as it would be if the 1982-83 budgeted employee complement were unchanged and if expenditures on non-salary items were maintained at 1982-83 levels, with appropriate adjustments for inflation. Similarly, income has been projected into 1983-84 on various assumptions with respect to the operating grant increase.

If the operating grant to the University of Toronto were to be increased next year by seven percent, the University would have to plan, through its budget, for either an increase in other sources of income above the projected levels or a decrease in projected expenditures. These increases or decreases would have to total about \$17.3 million. To achieve this would be extremely difficult: employee complement

would have to be reduced and non-salary spending curtailed. Clearly both academic and non-academic programmes would be affected. A higher operating grant increase would help offset these harmful effects; a lower increase would worsen the cuts. A one percent change in the operating grant can be translated into approximately 60 employee positions, made up of 20 academic positions and 40 non-academic positions.

These guidelines outline the measures by which a \$17.3 million projected income shortfall would be met. The severity of these measures in their effects on the range and quality of academic services makes the case for higher operating grants.

The opportunity of relieving a potential 1983-84 shortfall of \$17.3 million through the generation of income above projected levels is limited. Fee income could be increased by admitting more students than planned, but only at the cost of either excessive program congestion or lower intake quality. It is not recommended that this be done. Opportunities that exist for the generation of divisional and general University income will be encouraged by the budget, within the limits of University policies.

The 1982-83 budget calls for the creation of a \$5 million dedicated fund committed to future items of expenditure. This fund should be fully deployed against 1983-84 expenditure. Through the use of this fund, budgeted expenses in 1983-84 can exceed budgeted income by \$5 million with a net deficit of zero after commitments and transfers are taken into account.

It is desirable to aim for a zero net budget deficit in 1983-84, after commitments and transfers, mainly because of the extreme financial pressure that is anticipated in later years. To create a net deficit in 1983-84 would reduce our flexibility in 1984-85 and beyond and make it even more difficult to adjust to these pressures. The use of the dedicated fund in 1983-84, by enabling expenses to be above income by \$5 million, will itself lead to a required base-expenditure adjustment in 1984-85. A net deficit in 1983-84 would worsen the 1984-85 problem.

Beyond the relief provided by the dedicated fund, budget planning

must focus on expense reductions to levels below those projected. The staff complement reduction achieved during 1982-83 and assigned by quota across divisions should be continued in 1983-84. This will reduce projected salary and benefit costs by about \$4.5 million in that year. The further expense reductions that may be necessary should be imposed as additional reductions in academic and non-academic positions, through attrition as much as is reasonable and possible, and as reductions in projected spending on non-salary items. The best magnitude and distribution of cuts between these two items cannot be specified without further analysis.

To the extent that it is possible to fill vacated positions and to the extent that this can be done at lower salaries than those held by the previous incumbents, turnover savings will be generated. Because of the need to reduce the employee complement and because of the lower than usual attrition rate, which reflects the poor economic conditions, this sum will be less than in recent years. It should be taken into account in preparing the budget.

Although it is desirable to aim for a budgeted net operating deficit of zero in 1983-84, operating grant increases below projected levels or other events may make it impossible to achieve this objective. We recognize in particular the special pressure that may be put on the budget by the fact that UTLAS Inc. has been relieved of its obligation to pay interest on the funds it has borrowed from the University. These circumstances require us to acknowledge that the budget may have to show a net deficit in spite of the further difficulties that this will lead to in 1984-85.

In summary, the following points should guide the preparation of the 1983-84 budget:

- 1 budget procedures should encourage the generation of divisional and general university income;
- 2 the \$5 million dedicated fund created in 1982-83 should be committed to expenditures in 1983-84;
- 3 budgeted expenses should be permitted to run above budgeted income in 1983-84 by \$5 million which, when offset by the dedicated fund, will

lead to a budgeted net 1983-84 operating deficit of zero;

4 the employee complement reduction achieved during the 1982-83 hiring freeze and fiscal-release actions should be continued into 1983-84;

5 a further complement reduction combined with funding for non-salary items at a rate of increase below inflation should be imposed to whatever extent is necessary to achieve a net operating budget balance in 1983-84, after commitments and transfers.

6 notwithstanding the above, there may be circumstances in which a zero net deficit cannot be achieved, in which case these circumstances should be described in the Budget Report, and a minimum possible net deficit may be shown in the budget.

Despite occasional changes in organizational detail, the University of Toronto has consistently endeavoured to establish and follow a comprehensive system for planning evaluation and budgeting. Such a system must depend partly on quantitative analysis and partly on qualitative judgement. However the system is organized it must be guided consistently by these principles:

1 the University, its faculties, schools and colleges should have and be guided by reasonable plans. Divisional plans are a matter of official record through the Planning & Resources Committee of the Governing Council;

2 plans should be founded on the academic purposes of the University and its faculties, schools and colleges;

3 academic purposes should take priority over other purposes;

4 the University's budgets—both operating and capital—should be financial translations of institutional and divisional plans and priorities;

5 the effectiveness of the translation of plans and priorities into budget allocations to particular programs, services and activities should be evaluated periodically according to consistent criteria;

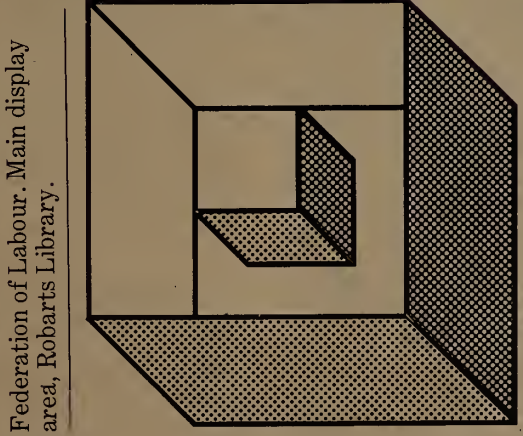
6 budgetary allocations, whether for increases or decreases, should be differential according to plans, priorities and evaluation.

recorders and baroque flutes.

Exhibitions

Erindale College.
To December 3
Handwoven fabrics. Ontario Crafts Council.
December 6 to 31
George Hunter, photographs.
Gallery hours: Monday-Friday, 10 a.m. to 9 p.m.; Saturday-Sunday, 2 to 5 p.m.

Working People: A Century of Canadian Labour.
To January 7
Exhibition of posters, banners, books, photos and artifacts depicting the history of labour and issues of concern to organized labour; part of program sponsored by U of T and Ontario



Bertrand Russell, Polymath.
To January 19
Books, pamphlets and ephemera from the collection of Prof. John G. Slater. Thomas Fisher Rare Book Library.
Hours: Monday to Saturday, 9 a.m. to 5 p.m.

Scarborough College.
November 29 to December 17
Mark Critoph, prints.
Gallery hours: Monday-Thursday, 9 a.m. to 7 p.m.; Friday, 9 a.m. to 5 p.m.; Sunday, 2 to 5 p.m.

Plays

Glen Morris Studio Theatre.
November 30, December 1 to 4.
"The Lady's Not for Burning" by Christopher Fry.
Tickets \$7, students and senior citizens \$5.
Information, 364-5665; tickets 869-9412.

Graduate Centre for the Study of Drama's 1983 studio season. 4 Glen Morris St. Performances at 8 p.m. Admission \$2.
Information, 978-8668; performance evenings, 6 to 8 p.m., 978-8705.

Trinity College Dramatic Society.
December 1 to 5
"Dust", written and directed by University College student Vivian Palin; survivors of a nuclear war struggle to come to terms with their own mortality, their individual regrets, and their feelings for one another. Cartwright Hall, St. Hilda's College, Trinity College, 44 Devonshire Place. 8 p.m. Tickets \$1.50.
Information, Deirdre Kelly, 979-2831, or from Nov. 28, 978-4166.

La Casa de Bernarda Alba.
Wednesday, December 1
By Lorca, presented in Spanish by Alianza Cultural Hispano-Canadiense for Ontario Multicultural Theatre Festival. Harbourfront Studio Theatre, 235 Queen's Quay W.

Principal's Annual Christmas Party.
Sunday, December 12
Featuring "A Child's Christmas in Whales" (based on Dylan Thomas's poem of similar name) performed by The Jabberwock & Sons theatre company. The Meeting Place, South Building, Erindale College. 1.30 p.m., performance at 2 p.m.
Tickets: U of T staff, alumni and associates, \$4, children \$3; general public adults and children \$5.
Information, 828-5214.

Miscellany

Innovations in Industrial Relations in Canada.
Friday, December 3 to January 28
Lunch & Learn Club series in program Working People: A Century of Canadian Labour, sponsored by U of T and Ontario Federation of Labour. Seven lectures followed by discussion, held in Innis College Town Hall, St. George and Sussex Streets from 12.15 to 1.15 p.m. Fee for series, \$25.
The current setting for industrial relations in Canada.
Friday, December 3
Prof. Desmond Morton, Department of History and Erindale College.
Worksharing to ease unemployment.
Friday, December 10
Prof. Frank Reid, Department of Economics.
Jobsharing.
Friday, December 17
Prof. Noah Meltz, Department of Economics, and Nancy Heighton, Toronto Public Library.

Working women and the equal pay issue.
Friday, January 7
Prof. Lorna Marsden, Department of Sociology.
Productivity bargaining: pros and cons.
Friday, January 14
Peter Doyle, Canadian Manufacturers' Association, and Roy Hainsworth, Ontario Federation of Labour.
Quality of working life (QWL) programs.
Friday, January 21
Norm Halpern, Shell Canada, and Stu Sullivan, Chemical & Atomic Workers' Union.
Alternative approaches for constructive collective bargaining.
Friday, January 28
Prof. John Kervin, Erindale College and Centre for Industrial Relations.
Registration and information, School of Continuing Studies, 158 St. George St., 978-2400.



University of Toronto Events Open to the Public is published by the Department of Information Services throughout the academic year, September to May, and is free upon request to community organizations and institutions.
The University of Toronto's Community Relations Office produces a monthly

newsletter called *Ethnocultural Notes & Events*. It contains articles about developments in research and information about current publications as well as a calendar of events on ethnocultural topics occurring at the University of Toronto or in the community. The newsletter is available free upon request to community groups and other organizations.

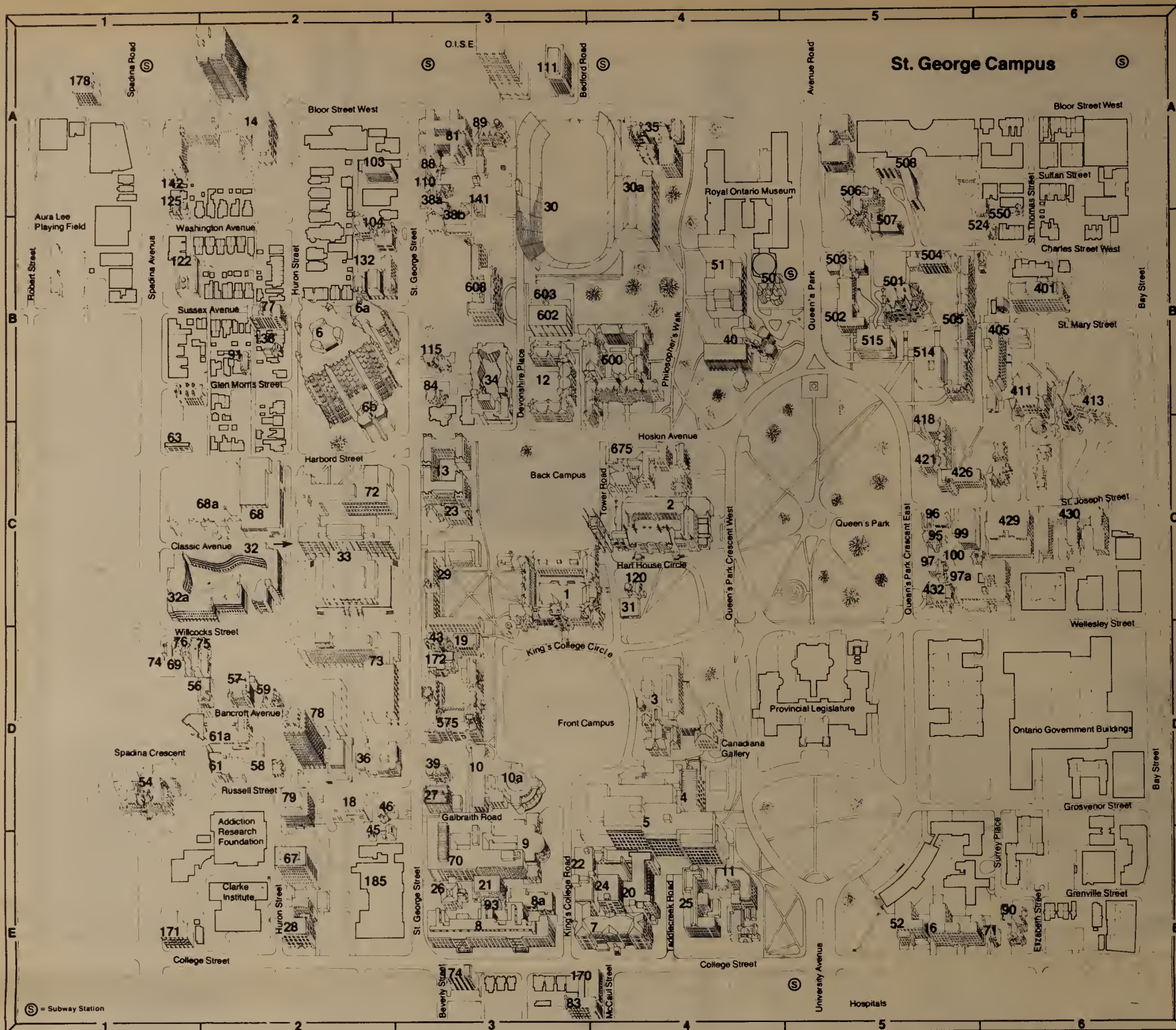
Individuals outside the University wishing to receive either of these publications are asked to pay a \$3 subscription fee to cover postage costs. To subscribe, please contact the Public & Community Relations Office, Simcoe Hall, University of Toronto, Toronto M5S 1A1; telephone 978-5367.

The Prime of Miss Jean Brodie.
December 2 to 4
Adapted by J.P. Allen from the novel by Muriel Spark; presented by University of Toronto Schools. Auditorium, Faculty of Education, 371 Bloor St. W. 8 p.m.
Tickets \$3.
Information, 978-3212.

CANADA'S
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For general information on these and other events at the University of Toronto call 978-2021. Media enquiries should be directed to 978-2105.



Directory

Addison (Margaret) Hall 508
 Annesley Hall 506
 Architecture and Landscape
 Architecture, Faculty of 28
 Arena, Varsity 30a
 Bancroft Hall 59
 Benson (Clara) Building 68
 Botany Building and Dept. 11
 Brennan Hall 411
 Burwash Hall 504
 Carr Hall 426
 Conservatory of Music
 (Royal) 35
 Continuing Studies,
 School of 103
 Convocation Hall 10a
 Cumberland House 26
 Devonshire House 12
 Edward Johnson Building 51

Elmsley Hall 405
 Emmanuel College
 (Victoria) 502
 Falconer Hall (Law) 50
 Fisher (Thomas) Rare Book
 Library 6b
 Fitzgerald Building
 (Medicine) 25
 Flavell House (Law) 40
 Forestry Building 27
 Galbraith Building 70
 Glen Morris Studio
 Theatre 91
 Hart House 2
 Haultain Building 24
 Hughes (F. Norman) Pharmacy
 Bldg. 79
 Ignatieff (George) Theatre 603
 Innis College 132
 International Student
 Centre 26

International Studies,
 Centre for 600
 Kelly, (John M.) Library 429
 Knox College 575
 Landscape Architecture 28
 Larkin (Gerald) Building 602
 Lash Miller Chemical
 Laboratories 73
 Library Science, Faculty of 6a
 Loretto College 401
 MacMillan Theatre 51
 Margaret Addison Hall 508
 Massey College 34
 McLennan Physical
 Laboratories 78
 McMurrich Building 4
 Mechanical Engineering
 Building 22
 Medical Sciences Building 5
 Medieval Studies, Centre
 for 97
 Metallurgy Building 8a

Mining Building 7
 Music, Royal Conservatory
 of 35
 New College 32
 Pharmacy Building (F. Norman
 Hughes) 79
 Playhouse Theatre (U.C.) 23
 Pontifical Institute of Mediaeval
 Studies 418
 Pratt (E.J.) Library 514
 Press (U of T) and
 Bookroom 19
 Ramsay Wright Zoological
 Labs. 72
 Rare Book Library, Thomas
 Fisher 6b
 Religious Studies Centre 6
 Roberts (John P.) Research
 Library 6
 Rosebrugh Building 20
 Royal Conservatory of
 Music 35

Russian & East European
 Studies, Centre for 33
 St. Basil's Church 413
 St. Basil's College 430
 St. Hilda's College 608
 St. Joseph's College 432
 St. Michael's College 400's
 Sandford Fleming Building 9
 Sidney Smith Hall 33
 Sigmund Samuel Library 3
 Simcoe Hall 10
 Social Work, Faculty of 111
 Soldiers' Tower 2
 South Asian Studies
 Centre 33
 Stadium, Varsity 30
 Stevens (Warren) Bldg. 68a
 Studio Theatre 91
 Sussex Court 77
 Teffy Hall 421
 Thomas Fisher Rare Book
 Library 6b

Trinity College 600
 University College 1
 University College Union 23
 Varsity Arena 30a
 Varsity Stadium 30
 Victoria College 501
 Victoria New Academic
 Building 515
 Wallberg Building 8
 Walter Hall 51
 Wetmore Hall 32
 Whitney Hall 13
 Wilson Hall (New
 College) 32a
 Woodsworth College 38a
 Wycliffe College 675
 Wymilwood 507



Historiated initials from *The Illustration of the Pauline Epistles in French and English Bibles of the Twelfth and Thirteenth Centuries* by Professor Luba Eleen. Paul Prophesies the Destruction of Antichrist (above) and Paul's Flight from Damascus (below right).

Notebook

When **Pierre Trudeau's** top adviser and close friend, **Michael Pitfield**, announced that he would leave his job as clerk of the Privy Council before the end of the year, he said he had had discussions with several universities about possible jobs. The week before the announcement he had visited Harvard, where he was a fellow of the Institute of Politics in the fall of 1974. To the suggestion that he is on the list of possible candidates for the presidency of U of T he replied, "Gosh, that would be a beast for punishment. No, I don't think so." Pitfield has a law degree from McGill, but when he was at Harvard he did research for a paper on techniques of decision-making in the 80s and led a study group on planning at the top.

Pitfield's impending departure sparked rumours of the Prime Minister's intention to step down from the leadership of the liberal party within the next few months, which gave rise to another rumour on campus: that Trudeau is in line for the presidency here.

Though it is known that **Prince Charles** would like a few years of administrative experience outside England, he has so far not been mentioned as a candidate for the presidency of U of T. However, recently he was in British Columbia, where they are also looking for a university president.

*

U of T's SLOWPOKE nuclear reactor has come to the rescue of the French Count Charles Tristan de

Montholon, who has been accused of having poisoned Napoleon Bonaparte with arsenic in 1821 on St. Helena Island.

R.G.V. Hancock, supervisor of the reactor facility, says that if the lock of hair he was given to analyze was indeed Napoleon's, Napoleon wasn't poisoned. Documentation that came with the lock, owned by a 62-year-old Toronto carpenter, says it was given to one Walter O'Hara by his cousin Major Poppleton of His Majesty's 53rd regiment, which was stationed on St. Helena at the time of the emperor's death. The note looks authentic, says Hancock.

SLOWPOKE measured the amount of arsenic in the hair through neutron activation analysis at the request of **Dr. Peter Lewin**, a staff paediatrician at Sick Children's Hospital, who is interested in medical archaeology.

*

Mavis Gallant, in Toronto from Paris to attend the recent opening of her play, *What Is To Be Done?*, at the Tarragon Theatre, made arrangements to live at Massey College when she comes back next year to be writer in residence at U of T. All she really needed, she told a friend, was a nice room with a little table on which she could put her typewriter. Massey College doesn't have cooking facilities, but that's all right: Gallant said she's happy with a hamburger and a glass of Beaujolais for dinner.

November

Cross-cultural Perspectives on Music, by Robert Falck and Timothy Rice (University of Toronto Press; 192 pages; \$27.50). A collection of 12 essays dealing with cross-cultural comparisons from three major perspectives: large systems, two-culture comparisons, and problems inherent in cross-cultural analysis.

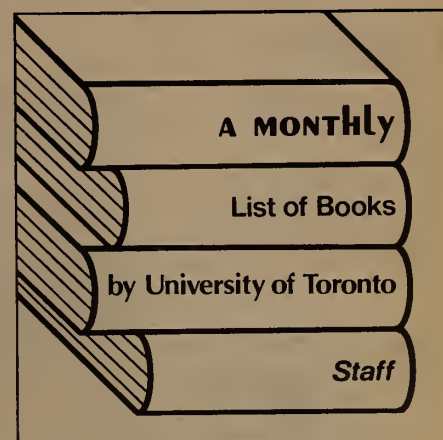
A Handbook for Translating from English into Russian, by Galina Kruberg (University of Toronto Press; 152 pages; \$13.95). A handbook designed to assist students who have one or more years of Russian studies to acquire skills of translation. It is presented in two parts: exercises for translation and detailed notes keyed to the exercises.

Dostoevsky, Grigor'ev, and Native Soil Conservatism, by Wayne Dowler (University of Toronto Press; 235 pages; \$27.50). Professor Dowler presents a detailed study of Native Soil conservatism from about 1850 to 1880 — its various intellectual facets, its leading thinkers, and its growth and gradual disintegration.

Tasks of Passion: Dennis Lee at Mid-career, edited by Karen Mulhallen, Donna Bennett and Russell Brown (Descant Editions; 247 pages; \$16.95). An assessment of Dennis Lee's career and a major new long poem by Lee.

Self Bows and Other Archery Tackle from the Tomb of Tut'ankhamun, by W.E. McLeod (Oxford University Press; 75 pages). The book is based on Howard Carter's excavation notes and discussion of some comparative material.

The Illustration of the Pauline Epistles in French and English Bibles of the Twelfth and Thirteenth Centuries, by Luba Eleen (Oxford



University Press; 212 pages, 144 pp. half-tone plates; \$113.95). A study of the iconography of figural scenes used to illustrate the biblical letters of the Apostle Paul in the High Middle Ages. The study provides unexpected insight into medieval ways of thinking about the Bible.

October

The Logic of Machines and Structures, by Paul Sandori (John Wiley & Sons; 180 pages; \$41.50). The book concentrates on the thought process underlying the mathematical methods of analysis; it attempts to show that the thought process is based on common empirical and intuitive knowledge of mechanics and that it can be fruitfully used to expand and deepen this knowledge.

Living with Risk: Environmental Risk Management in Canada, edited by Ian Burton, C.D. Fowle and R.S. McCullough (Institute for Environmental Studies, University of Toronto; 247 pages; \$15). The authors examine the various risks to which Canadians are exposed, and ways in which these risks are managed. Important topics included are the estimation, perception and acceptability of risk.



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First results of staff fundraising campaign

The Department of Private Funding reports that the fundraising appeal made to faculty and administrative staff this year has resulted, after the first five weeks, in a 218 percent increase in pledges and cash donations from this time last year. The total number of donors is up by 107 percent,

and the average gift has increased 50 percent, says private funding. The figures (followed by last year's) are: pledges and cash donations — \$74,482 (\$23,345); donors — 317 (149); average gift — \$234.95 (\$156.00). A further report on results of the campaign will be made in January.

Events

Lectures

Social and Political Change in Modern Norway.
Monday, November 22
Prof. Henry Valen, University of Oslo. Croft Chapter House. 4 p.m.
(European Studies Committee CIS)

Politics and Policy in the Post-Brezhnev Era.
Wednesday, November 24
Prof. Jerry F. Hough, Duke University and Brookings Institution. Upper Library, Massey College. 12 noon to 2 p.m.
(Russian & East European Studies)

Enhancement of 5-HT Neurotransmission by Antidepressant Treatment: New Electrophysiological and Clinical Evidence for an Old Hypothesis.
Wednesday, November 24
Dr. Claude de Montigny, Université de Montréal. Auditorium, Clarke Institute of Psychiatry. 12 noon.
(Psychiatry)

University Financing.
Wednesday, November 24
W.C. Winegard, formerly Ontario Council on University Affairs. Wymilwood, Victoria College. 2 p.m.
(Victoria Women's Association)

Canada's Political Culture: Interpretations of Ideas and Ideologies in Canadian Politics.
Wednesday, November 24
Prof. J.T. McLeod, Department of Political Science; third in University College lecture series 1982-83. Media room, 179 University College. 4.10 p.m.

Dating the Mesopotamian Past.
Wednesday, November 24
Prof. William W. Hallo, Yale University. Auditorium, Medical Sciences Building. 8 p.m.
(Society for Mesopotamian Studies)

Northrop Frye on Ned Pratt.
Thursday, November 25
One of the Pratt Centennial events. Room 3, New Academic Building, Victoria College. 12 noon.
(Victoria)

Past, Present and Future.
Thursday, November 25
John Harrison of Webb, Zerafa, Menkes, Housden Partnership, architects, Toronto. Auditorium, Medical Sciences Building. 8.15 p.m.
(Architecture & Landscape Architecture and Toronto Masonry Promotion Fund)

The Civil War in Soviet History.
Friday, November 26
Prof. Sheila Fitzpatrick, University of Texas. New

seminar room, Massey College. 1 to 3 p.m.
(Russian & East European Studies)

The Group of Seven and Early Days at Kleinburg.
Saturday, November 27
Robert McMichael, McMichael Canadian Collection. Convocation Hall. 8.15 p.m., doors open 7.30 p.m., organ recital 7.45 p.m.
(Royal Canadian Institute)

Finno-Ugric Peoples in the Soviet Union, Finland, Hungary and Elsewhere: The Present State and Future Outlook from the Linguistic and Cultural Point of View.
Monday, November 29
Prof. Em. Alo Raun, University of Indiana. Croft Chapter House, University College. 4 p.m.
(Chair of Hungarian Studies and Community Relations)

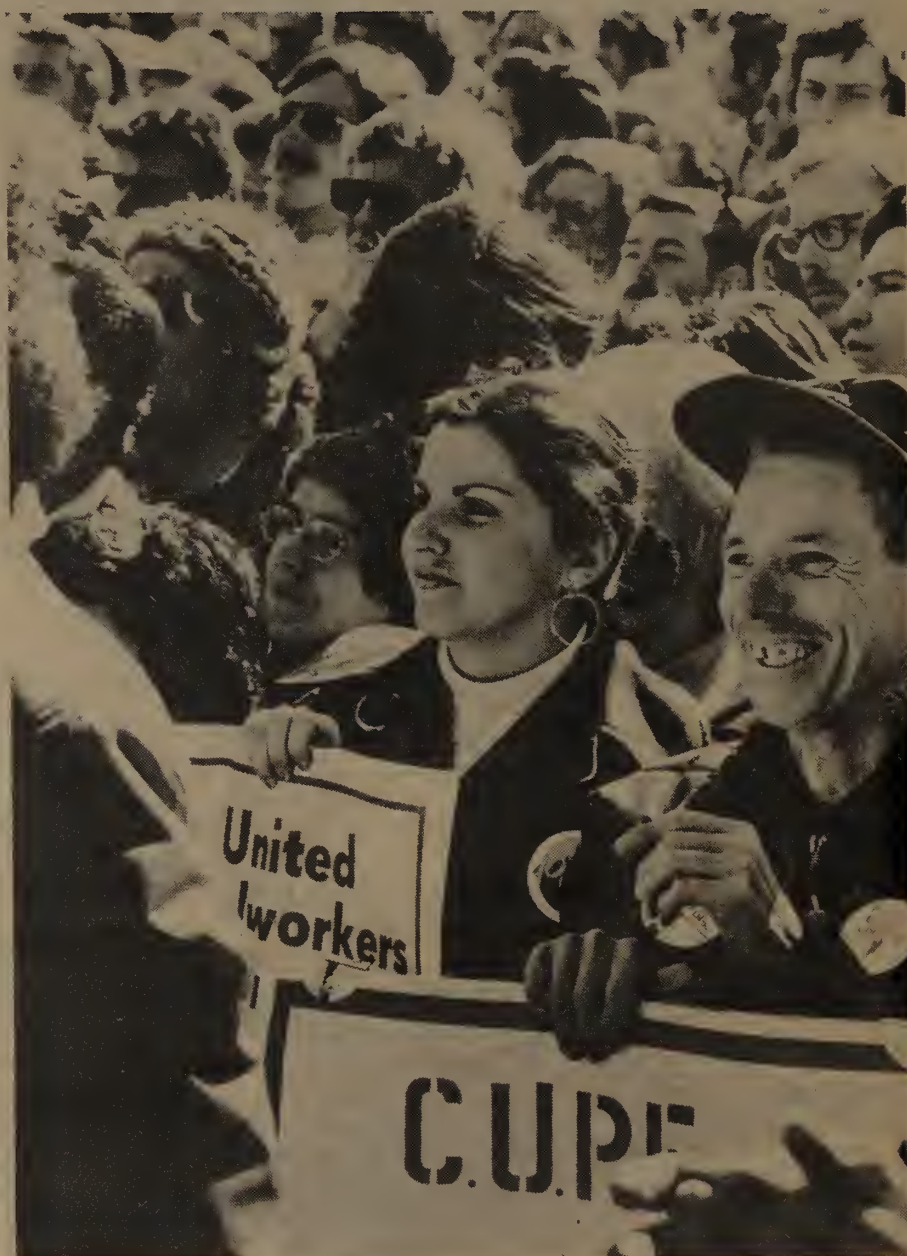
Four Notion of Witchcraft.
Monday, November 29
Prof. Em. Norman Cohn, University of Sussex. 2090 Sidney Smith Hall. 5 p.m.
(Woodsworth and History)

Canada and the New Diplomacy: From Teheran to New York.
Monday, November 29
Kenneth Taylor, Canadian consul general in New York

and former Canadian ambassador in Iran. Debates Room, Hart House. 7 p.m.
(International Relations Program and International Relations Society)

The Codex Aureus of Saint-Emmeram: The Verses and Their Carolingian Context.
Tuesday, November 30
Prof. Edouard Jeaneau and Paul Dutton, Pontifical Institute of Mediaeval Studies. Common room, PIMS. 4 p.m.
(Medieval Studies)

Punishment and Responsibility.
Tuesday, November 30
Prof. Vinit Haksar, Queen's University. Combination Room, Trinity College. 4.15 p.m.
(Philosophy)



Photograph of 1976 protest against the Anti-Inflation Board, part of exhibition, Working People: A Century of Canadian Labour, at Robarts Library until Jan. 7.

"SPECIAL EVENTS PLANNING GUIDE"

A booklet for U of T staff who are planning public events on campus. From running a conference, to handling the media.

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Phone: 978-2103/2105

THE UNIVERSITY OF TORONTO BOOKROOM

PRESENTS AN EVENING OF READING AND HILARIOUS SOCIAL COMMENT WITH



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Monday November 29
7:30 pm

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SOCIAL STUDIES

"Here is Frances Ann Lebowitz again, that All-American Dorothy Parker... Is Social Studies a worthy successor to her first book? Yes, yes, and yes."

The New York Times Book Review

"Should you make it through this book without laughing, go out and have your vital signs checked. A deep coma is nothing to trifle with."

Cosmopolitan

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Colloquia

An Ecological Analysis of Voluntary Social Service Agencies.
Thursday, November 25
Prof. David Tucker, McMaster University. Seventh floor conference room, Faculty of Social Work, 246 Bloor St. W. 4 p.m.

Ethics in Post-Maoist China.
Friday, November 26
Prof. R.L. Whitehead,

Toronto School of Theology. Centre for Religious Studies Lounge, 14-352 Robarts Library. 1 p.m.

Recent Developments in the Synthesis of Natural Products.
Friday, November 26
Prof. Paul A. Grieco, University of Indiana. 158 Lash Miller Chemical Laboratories. 3.30 p.m.

The Deep Structure of Vision.
Wednesday, December 1
Bela Julesz, Bell Laboratories, Murray Hill. 2135 Sidney Smith Hall. 4 p.m.
(Psychology)

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Events

Seminars

Law and Economics Workshop Series.

Wednesday, November 24
The Law and Economics of Trading Stamps.
Prof. Ernest Gellhorn, Case-Western Reserve University.
Wednesday, December 1
Canadian Competition Policy.
Lawson Hunter, Department of Consumer & Corporate Affairs, Ottawa.
Seventh and eighth in Law & Economics Workshop Series 1982-83. Paper will be circulated week in advance of session at which it will be presented; author will make introductory statement, discussion and critical analysis will follow.
Solarium, Falconer Hall, Faculty of Law. 12.15 to 1.45 p.m. Registration fee which covers paper and lunch, single session \$3. Please note, registration required in advance if copy of paper and lunch required. Information and registration: Verna Percival, Law & Economics Program, 978-6767.

Ciliary Motility Syndromes as a Cause of Respiratory Disease.

Wednesday, November 24
Dr. Jennifer Sturgess, Department of Pathology and Warner-Lambert Research Institute; 12th in series of 14, Experimental and Human Pathology. 6205 Medical Sciences Building. 4 p.m.

Benefits and Risks of Chemicals in the Environment.

Thursday, November 25
Prof. Howard Rapson, Department of Chemical Engineering & Applied Chemistry. 211 Haultain Building. 4 p.m.
(IES and Southwest Campus departments)

Mammalian RNA Polymerases — From Mutations to Genes.

Thursday, November 25
Dr. C. James Ingles, Banting & Best Department of Medical Research. 2082 South Building, Erindale College. 5.10 p.m.
(Biology Erindale and BDH Chemicals Canada)

The Vitamin D Story.

Friday, November 26
Dr. B.B. Migicovsky, Ottawa. 4171 Medical Sciences Building. 11 a.m.
(Nutritional Sciences)

Osmoregulation in Marine Algae and Higher Plant Halophytes.

Friday, November 26
Iftikar Ahmad, postdoctoral fellow, Department of Botany. Room 7, Botany Building. 3.30 p.m.

The Physiology of Rapid Cooling and Rewarming.

Monday, November 29
Robert Hoskin, graduate student, Department of Physiology. 330 Benson Building. 4 to 6 p.m.
(P&HE)

Optimizing Sulphur Emission Reductions in North America to Reduce Acid Precipitation to Acceptable Levels.

Thursday, December 2
R.W. Shaw, Environment Canada, Dartmouth. 211 Haultain Building. 4 p.m.
(IES and Southwest Campus departments)

Interpretations of Leaf Arrangement: Some Old, Some New.

Thursday, December 2
Prof. Richard Greyson, University of Western Ontario. 2082 South Building, Erindale College. 5.15 p.m.
(Biology Erindale and BDH Chemicals Canada)

Diabetes and Intestinal Membrane Transport.

Friday, December 3
Dr. A.B. Thomson, University of Alberta. 2173 Medical Sciences Building. 11 a.m.
(Nutritional Sciences)

The Ambiguity of God and Its Implications for Theology.

Friday, December 3
Principal Reginald Stackhouse, Wycliffe College. Combination Room, Trinity College. 3 p.m.
(TST)

Demythologising Crataegus.

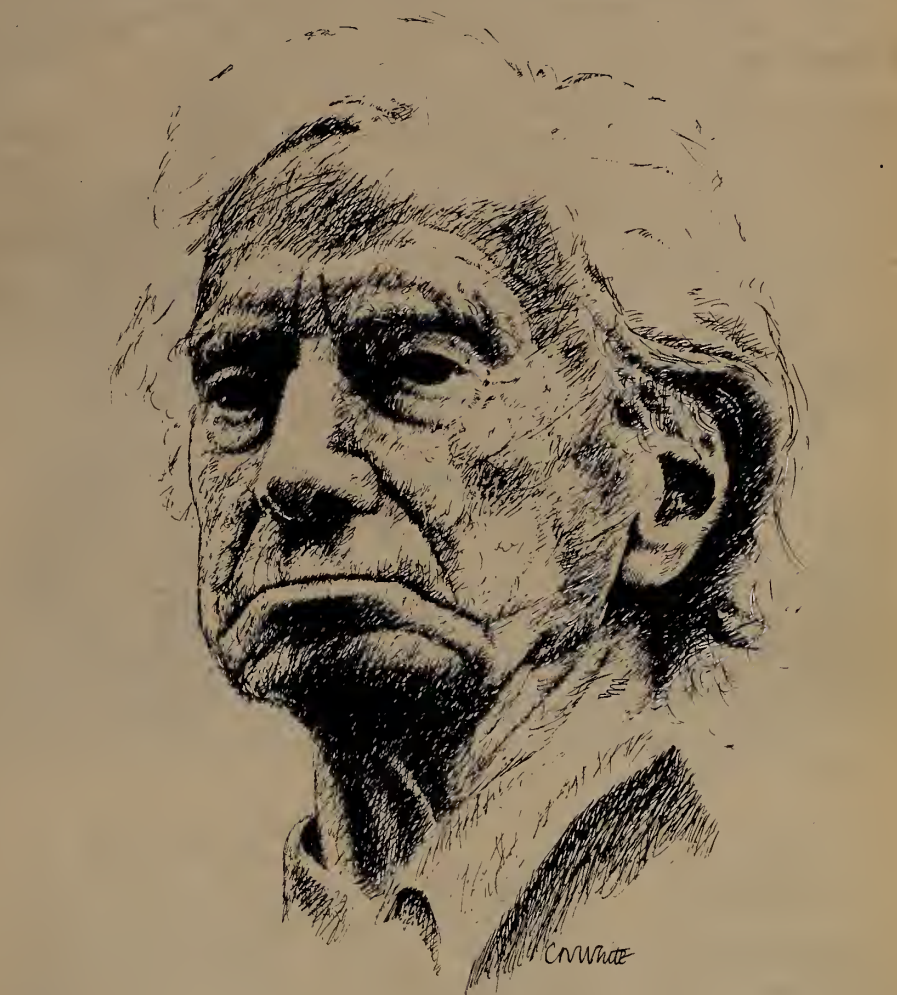
Friday, December 3
Prof. J.B. Phipps, University of Western Ontario. Room 7, Botany Building. 3.30 p.m.

A House Is Not a Home: Living Conditions in Roman Egypt.

Friday, December 3
Prof. Deborah W. Hobson, York University. 340 Larkin Building, Trinity College. 3.15 p.m.
(Classics)

The Slovaks, a National Minority, a Minority Nation, or an Equal Partner in the Czechoslovak Republic, 1918-1939?

Monday, December 6
Prof. Stanislav J. Kirschbaum, York University; first of three evenings on national and religious minorities in Russia and eastern Europe. Upper Library, Massey College. 8 p.m.
(Russian & East European Studies)



Original pen and pencil sketch of Bertrand Russell by C.N. White. From the collection of Prof. John G. Slater at the Thomas Fisher Rare Book Library until Jan. 22.

Plays, Readings & Opera

University College Poetry Readings.

Monday, November 22
Edward Thomas and Robert Frost.
Read by Profs. Michael Kirkham and John Reibetanz.

Monday, November 29
Love Poems of Yeats.
Read by Prof. W.J. Keith.

Monday, December 6
The Ancient Mariner.
By Coleridge. Read by Prof. Kenneth Quinn.
Walden Lounge, UC Union, 79 St. George St. 4.10 p.m.

Midsummer Night's Dream.

November 24 to 27
By Shakespeare. Graduate Centre for the Study of Drama 1983 season at Hart House Theatre.
Performances at 8 p.m.
Tickets: \$6, students and senior citizens \$3.
Information, 978-8668.

Trinity College Dramatic Society.

November 24 to 27
"Casualties", written and directed by David Fraser, Trinity College student.
George Ignatieff Theatre, Trinity College, Devonshire Place. 8 p.m.
Tickets \$1.50 at door, reservations 978-4166.

The Hand that Cradles the Rock.

November 25 to 27
TV Studio One, Scarborough College. Performances at 8 p.m.
Information, 284-3243.

Don Giovanni.

November 26 and 27
By Mozart. First production of Opera Division, 1983 season. MacMillan Theatre, Edward Johnson Building. 8 p.m.
Tickets \$7, students and senior citizens \$4.50.
Information, 978-3744.

Meetings & Conferences

Japanese Multi-National Trading Corporations before World War II.

Monday, November 22
Mikio Kuwayama, graduate student; economic history workshop. 3037 Sidney Smith Hall. 8 p.m.
Information and copy of paper in advance, Mary Rous, 3021 Sidney Smith Hall, 978-3450.

Egypt and the Bible.

Saturday, November 27
Eighth annual School of Continuing Studies/Society for the Study of Egyptian Antiquities symposium on Egyptology.
Plenary Lectures. 9.15 a.m.
"The Joseph Story — Egypt during the Patriarchal Period". Prof. Donald B. Redford, Department of Near Eastern Studies.
"The Semites in Egypt — Moses and the Exodus", Prof. John Van Seters, University of North Carolina.

Concurrent lectures.
11.30 a.m., repeated at 1.45 p.m.
"Egyptian Influence on Hebrew Thought", Prof. Ronald J. Williams, Department of Near Eastern Studies.
"Survey of Archaeological Evidence for Egypt in Palestine", Prof. J. Weinstein, Cornell University.

"Egypt in the New Testament and the Influence of Egypt on Early Christianity", Prof. John Meagher, Department of Religious Studies.

Plenary lecture. 3 p.m.
"Egypt during the Period of Kings", Alan Schulman, Queen's College, New York.

Panel session. 4 p.m.
"Do modern archaeological discoveries support a literal or conservative interpretation of the Bible?"

Panel session. 4.30 p.m.
Questions and comments from registrants on material related to the day's topics.
Auditorium, Medical Sciences Building.
Advance registration required, fee \$35. Continuing Studies, 978-2400.

Experiment in International Living.

Wednesday, December 1
Information meeting of organization that provides

home stays for students in 50 countries. International Student Centre. 5.30 p.m.
Information, 978-6617.

Some Cognitive Dimensions of Literacy.

Saturday, December 4
Prof. David Olson, Ontario Institute for Studies in Education; meeting of Toronto Semiotic Circle. 205 New Academic Building, Victoria College. 10.30 a.m.

Historical National Income Estimates and Economic History.

Monday, December 6
Prof. M.C. Urquhart, Queen's University; economic history workshop. 3037 Sidney Smith Hall. 8 p.m.
Information and copy of paper in advance, Mary Rous, 3021 Sidney Smith Hall, 978-3450.

Governing Council & Committees

Subcommittee on Admissions & Awards.

Wednesday, December 1
Council Chamber, Simcoe Hall. 4 p.m.

Planning Subcommittee.

Monday, December 6
Council Chamber, Simcoe Hall. 4 p.m.

GALLERY CLUB

The GALLERY CLUB is an ideal location for your office get-together this CHRISTMAS

last day for dinner — Dec. 16
last day for lunch — Dec. 22

We accept lunch or dinner reservations for groups between 6 and 30

Luncheon (buffet) 12 noon - 2 p.m.
Dinner (full table service) 6:00 p.m. - 7:30 p.m.

OR

You may reserve the Dining Room or Lounge for a private reception after hours or on weekends

Call 978-2444 for further information

Events

Films



... And Justice for All, starring Al Pacino and Jack Warden, will be shown as part of The Filmmakers, a series of films and lectures by Norman Jewison.

The Filmmakers.

Series of films and lectures by Norman Jewison.

The Filmmaker and the Script.

Monday, November 22

Screening of "... And Justice for All".

The Filmmaker: Camera and Design.

Tuesday, November 23

Screening of "Jesus Christ Superstar".

The Filmmaker and Editing.

Wednesday, November 24

Screening of "The Thomas Crown Affair".

The Filmmaker and the Public.

Thursday, November 25

Screening of "The Russians Are Coming, The Russians Are Coming".

Cumberland Four Theatre, Bloor St. W. and Avenue Road. Doors open 1.30 p.m., screening 2 p.m. sharp.

Norman Jewison: Filmmaker.

Friday, November 26

Open forum with Norman Jewison will follow screening. Room 3, New Academic Building, Victoria College. 2 p.m.

Additional screenings without Norman Jewison:

The Cincinnati Kid.

Tuesday, November 23

In the Heat of the Night.

Wednesday, November 24

Rollerball.

Thursday, November 25

Room 3, New Academic

Building, Victoria College.

8 p.m.

Tickets available at 101 New Academic Building, Victoria College, 2 to 4 p.m. Information, 978-3806.

(Victoria College and Cinema Studies Program)

Change and Tradition in the Arab World.

Monday, November 22

A Veiled Revolution. Professor H. Dajani-Shakeel,

Department of Middle East

& Islamic Studies; film

followed by discussion on

Arab culture. 3154 Medical

Sciences Building. 7.30 p.m.

(Community Relations,

Middle East & Islamic

Studies, Continuing Studies

and Arab Community Centre

of Toronto)

Miscellany

Men's Hockey.

Wednesday, November 24

Blues vs. Laurier.

Friday, November 26

Blues vs. Queen's.

Wednesday, December 1

Blues vs. Brock.

Varsity Arena. 7.30 p.m.

Tickets \$3, reserved seats

\$4, students \$2.

Fall Convocation.

Wednesday, November 24

Conferring of undergraduate

degrees, diplomas and certifi-

icates. Provost F. Kenneth

Hare, Trinity College,

alumni faculty award 1982,

will address Convocation.

Thursday, November 25

Conferring of graduate,

first professional and under-

graduate degrees and dip-

lomas and certificates.

Harold G. Shipp, Shipp Cor-

poration Ltd. and

Mississauga City Board of

Trade, will address

convocation.

Friday, November 26

Conferring of honorary de-

gree and graduate degrees.

Honorary graduand Prof.

H. Gordon Skilling will ad-

dress Convocation.

Convocation Hall. 8.15 p.m.

Royal Conservatory of Music Convocation.

Saturday, November 27

Honorary graduand Louis

Applebaum will address

Convocation. Concert Hall,

Royal Conservatory of

Music. 8.15 p.m.

University of St. Michael's College Convocation.

Saturday, December 4

Conferring of degrees in

theology. Honorary grad-

uand Rev. John M. Kelly

will address Convocation.

St. Basil's Church.

2.30 p.m.

Concerts

Three, Four, Five.

Series of chamber music concerts.

The Eclectic Brass.

Monday, November 22

An Evening of Baroque Music.

Monday, November 29

Music for flute, cello and piano.

Music Room, Hart House.

8 p.m.

(HH Music Committee)

An Evening with Godfrey Ridout.

Monday, November 22

U of T Chamber Orchestra

conducted by Godfrey

Ridout, with guest soloists.

Walter Hall, Edward

Johnson Building. 8 p.m.

Betty-Jean Hagen, Violin.

Tuesday, November 23

Program includes works by

Prokofiev, Brahms and Tar-

tini; Alumni Series in

celebration of 20th anniver-

sary of Edward Johnson

Building; special concerts in

cooperation with CBC Radio.

Walter Hall, Edward

Johnson Building. 8 p.m.

Tickets \$8, students and

senior citizens \$4.50.

Information and reserva-

tions, box office, 978-3744.

Lawrence Brown, Piano.

Wednesday, November 24

Royal Conservatory faculty

noon hour series; works by

J.S. Bach, Mozart and

Albeniz. Concert Hall, Royal

Conservatory of Music.

12.15 p.m.

Admission \$2, students and

senior citizens \$1.

Cécile Ousset, Piano.

Thursday, November 25

Works by Chopin, Liszt,

Debussy and Ravel. Walter

Hall, Edward Johnson

Building. 8 p.m.

Royal Conservatory Orchestra.

Friday, November 26

Guest conductor Simon

Streatfeild; works by Haydn,

Schoenberg and Beethoven.

Orchestral Training Pro-

gram. Church of the

Redeemer, Bloor and

Avenue Rd. 8 p.m.

Tickets: \$3.50 to \$7.50,

students and senior citizens

from \$2.75.

Information and tickets,

Royal Conservatory of Music

box office, 978-5470.

Jeanne Baxtressser, Flute.

Sunday, November 28

Sunday afternoon concert

series. Great Hall, Hart

House. 3 p.m.

Tickets available for HH

members from hall porter,

978-2452.

(HH Music Committee)

Badinage.

Sunday, November 28

Stephen Chenette, trumpet,

Ivan Hammond, tuba, Susan

Chenette, piano. Walter

Hall, Edward Johnson

Building. 8 p.m.

Please note: Postponed.

Exhibitions

Architecture & Landscape Architecture.

November 8 to 26

The International Style. Har-

vard Graduate School of

Design.

November 29 to December 17

I Sossi: Habitation in

Basilicata. Courtesy of

Italian Cultural Institute.

Faculty of Architecture &

Landscape Architecture, 230

College St.

Deadlines

... for Events for the next issue of the *Bulletin* Dec. 6

— mid-day, today, *Monday, November 22*

... for items to be listed in the January Events Open

to the Public, included in the *Bulletin* of Dec. 20 —

mid-day, *Monday, December 6*

... for Events for the Dec. 20 issue (covering the

period Dec. 20 to Jan. 10) — also mid-day, *Monday,*

December 6

Alumni Calendar

Convocation.

November 24, 25 and 26

Beadles and guides from

UTAA and Young Alumni

Association. 8 p.m.

Scarborough College Alumni.

Saturday, November 27

"Jock Reunion" and Grey

Cup warm-up. Scarborough

College Recreation Centre.

10 a.m. to 7 p.m. Tickets \$3.

Information, Taimo

Pallandi, 284-3121.

Young Alumni Association Christmas Party/Movie Night.

Saturday, December 4

Showing of "It's a Wonderful

Life" starring James

Stewart. Innis College Pub.

8 p.m.

For other alumni-sponsored

events, see "Events Open to

the Public" and *Bulletin*

Events.

MEETINGS

UTAA Fundraising Committee.

Wednesday, November 24

Alumni House. 12 noon.

Graduate Advisory Board.

Wednesday, November 24

Alumni House. 4 p.m.

Scarborough College Alumni Executive.

Wednesday, November 24

Council Chamber, Scar-

borough College. 7.30 p.m.

Senior Alumni Executive.

Thursday, November 25

Alumni House. 9.45 a.m.

UTAA Communications Committee.

Thursday, November 25

Alumni House. 1 p.m.

Innis College Alumni Executive.

Thursday, November 25

Meeting room, Innis College.

7.30 p.m.

Woodsworth College Alumni Executive.

Tuesday, November 30

Lounge, Woodsworth Col-

lege. 6.30 p.m.

Physical & Occupational Therapy Alumni Executive.

Tuesday, November 30

Alumni House. 7 p.m.

School of Graduate Studies Alumni Executive.

Wednesday, December 1

SGS, 65 St. George St.

5.45 p.m.

Alumni Administrators Association — Ontario Executive.

Friday, December 3

University of Western

Ontario. 10 a.m.

Social Work Alumni Executive.

Monday, December 6

7th floor, Faculty of Social

Work. 6 p.m.

UTAA Branch Liaison Committee.

Tuesday, December 7

Alumni House. 5.30 p.m.

Speech Pathology Alumni Executive.

Tuesday, December 7

Alumni House. 7.30 p.m.

Nursing Alumni Program Committee.

Wednesday, December 8

Alumni House. 6 p.m.

Spring Reunion Class Representatives Meeting.

Thursday, December 9

Faculty Club. 5.15 p.m.

UTAA Spring Reunion Planning.

Thursday, December 9

Alumni House. 6.30 p.m.

Management Studies Alumni Executive.

Thursday, December 9

7th floor, Faculty of Manage-

ment Studies. 6 p.m.

Library Science Alumni Executive.

Thursday, December 9

Board room, Faculty of

Library & Information

Science. 6.30 p.m.

Erindale Alumni Executive and Christmas Party.

Thursday, December 9

Principal's Residence, Erin-

dale College. Meeting 7 p.m.,

social 8 p.m.

UTAA Student Emergency Loan Committee.

Wednesday, December 15

Alumni House. 6 p.m.

Department of Information Services

Seminar for University Editors and Writers

Creative Interviewing

Using tapes, role-playing and other exercises, the workshop leader will help participants learn interviewing skills or polish those they already possess.

Workshop Leader: Ken Metzler

Professor of Journalism, University of Oregon

Monday, December 6

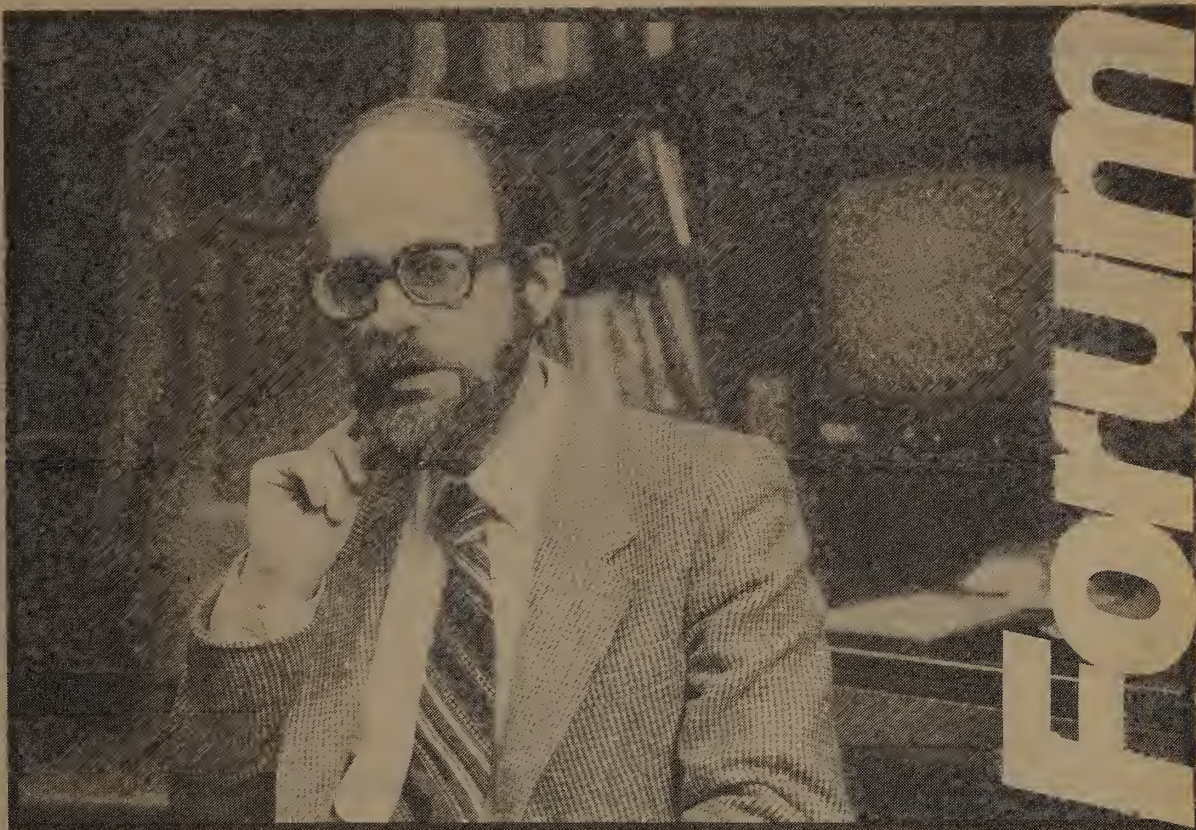
8:30 a.m. to 4:00 p.m.

South Dining Room, Hart House

\$15 including lunch

Equal access?

by W.H. Vanderburg



As things stand now, access to higher education for print-handicapped students in Ontario will be virtually eliminated next year as a result of the closing of the Trent University Audio Library. This library is the only source for recorded texts for print-handicapped students who are not blind while it also serves legally blind students. The CNIB library, which serves only legally blind students registered with the CNIB, will not be able to handle the additional requests from blind users of the Trent audio library, according to its executive director. Furthermore, the CNIB library cannot serve users of the Trent service who are print-handicapped, such as learning-disabled persons. The other alternative, the PAL Reading Service at OISE, which generally reads only articles or portions of books for print-handicapped persons, is a good but small service that will not be able to handle the overload when the Trent audio library closes, according to its executive administrator. Besides, PAL does not keep master tapes and is therefore not well suited to meet the needs now served by the Trent audio library.

At present all three Ontario services are strained to capacity as a growing number of print-handicapped people are attending regular schools and this number will increase sharply when Bill 82 comes into effect. Are we in this province to shut off the possibility of higher education for these people, whose parents pay taxes like everyone else? Apparently, one year after the International Year for Disabled Persons, our government is ready to do so. The Ministry of Colleges & Universities (MCU) has informed Trent University that it will no longer give special funds for the support of the audio library. The university's Board of Governors then decided that under these circumstances, it could not afford to run a service used by students all across Ontario, and that therefore the audio library would be closed on May 1, 1983 unless funding was forthcoming. The users of the audio library have recently been notified to this effect.

The dream that some of us have had now seems to be shattered. With the closing of special institutions and attempts to integrate print-handicapped students into the regular educational system, the Trent audio library is the ideal back-up service. Its operation is directly geared to

students' needs, and it is capable of establishing satellite units wherever volunteer readers can be found. Hundreds of volunteers in the Peterborough area read in recording units established at the university, in churches and private homes. Two satellite units had been established in Toronto where volunteer readers for highly specialized texts offered their services. More satellite units were under consideration. But every year the funding from Queen's Park was less and less adequate as the need for the Trent audio library's service grew. First the satellites in Toronto stopped because there was no money for a part-time staff person to help the volunteers and do basic organizational work. The core staff in Peterborough became increasingly overworked and discouraged by the attitude of MCU. The recording equipment of the library is badly in need of major repairs or replacement. Despite all this the staff has somehow managed to cope until now.

The Hon. Bette Stephenson has answered in a number of letters that the responsibility for making higher education accessible to print-handicapped students rests with the colleges and universities and that her ministry's regular funding mechanisms should cover the matter. I believe, however, that it is unreasonable to expect that in a time of great difficulty, colleges and universities should take on a new responsibility which until now has been directly funded by the government, be it on a tentative and special basis. I have also good reasons to believe that MCU does not clearly understand the rather complex and specialized business of meeting the needs of print-handicapped people. Its assistant deputy-minister informed me in a telephone conversation last summer that he was not aware of the ministry having seen the study of the Trent audio library carried out by the Provincial Secretariat for Social Development in 1981. Following this report the Hon. Margaret Birch wrote me on Jan. 21, 1982 "... this matter is under review within the Ministry of Colleges & Universities. As you are aware, resolution of the situation rests with that ministry and not with the Secretariat for Social Development." What followed, however, was another year of inadequate funding and now the termination of all funding.

The Council of Ontario Universities thus far has not taken action related to

setting up a scheme to have universities reimburse Trent for services rendered to their students. This, in my opinion, was a positive decision for two reasons:

(1) Such a scheme is likely to make universities reluctant to admit students known to be print-handicapped. This is particularly true for small institutions in a time of great difficulty.

(2) On Sept. 17, 1982, the advisory board of the Trent audio library stated that "The audio library advisory committee wishes to go on record that on the basis of many years of experience, purchase of service arrangements with any institution is not a viable solution to the operation of the audio library program".

A study on library services to print-handicapped persons is currently under way in the Ministry of Culture & Citizenship. I gather that the findings of this study and those of a study of the Trent audio library carried out in 1981 by Birch's staff are rather different from the findings of yet another study to be forwarded to the cabinet committee on social development early in December. I have serious questions about the MCU study since they have never contacted the parties involved except the Trent University administration. The latter is not and does not need to be familiar with the details of the Trent audio library's operation let alone its relation to similar Ontario services. This is particularly understandable given the current questions regarding Trent University's future. As a member of the Trent audio library's advisory board, I can make these statements on the basis of my first-hand knowledge of the matter. It would also appear to me that communications between MCU and other ministries are not what they should be if access to higher education by print-handicapped students is to remain a reality in Ontario.

Given the current attitudes of the Ministry of Colleges & Universities the situation looks very grim indeed, and even if cabinet once again decides that resolution of the Trent audio library problem rests with MCU we are, based on past experience, not really guaranteed of anything permanent.

What really makes this issue so curious is that the government's attitude not only goes against basic moral and human principles on which we try to build our society, it is economically shortsighted. Some people may have been thinking that indeed the govern-

ment ought to do something, but where in these hard times is the money going to come from? As a matter of fact, however, we are not asking for a handout but for the government to get its house in order and in doing so *actually save a lot of money!* This is how it works. The discontinuation of the Trent audio library will force many of its users to quit their studies (including many of those now supported by the government's Vocational Rehabilitation Services) for a lack of recorded texts. Most of them would be eligible for disability pensions. The \$95,000 required for next year from MCU, over and above what is given through another ministry, would have to be paid out many times over in the form of disability pensions by another ministry every year. If in addition, we weigh the relatively modest expenditure per client against a life-time of useful employment and paying taxes, the benefit-cost ratio for this project is a great deal higher than for many other government projects. Without a higher education the possibility of employment for many of us would be very slim indeed while with a higher education most print-handicapped graduates find jobs. Besides, the closing of the audio library would undermine the efforts of at least two other ministries which are attempting to do something about the large number of disabled persons that our society has and continues to keep at the fringes.

I am currently mobilizing support for our attempt to put pressure on the government to change its position. This is a situation that is unacceptable to many people both inside and outside the government. If you find it unacceptable that access to higher education will become virtually eliminated for print-handicapped students next year, please contact your MPP, write a letter to your local newspaper, and contact any organization to which you belong. Many of us print-handicapped persons will appreciate your affirmation of the values of our society in this matter.

If your organization can help in any way please contact me so that we can coordinate our efforts.

W.H. Vanderburg is a professor in the Department of Industrial Engineering.

Integration crucial for part-time students

by Christine Vercoe

Recently I was given the opportunity to attend the Council of Ministers of Education of Canada conference on post-secondary education in the 80s. At this conference, delegates were able to explore ideas on post-secondary education from many different perspectives — including national, provincial and institutional ones. However, the reports I read in the press on the conference gave me the eerie feeling that I had attended an entirely different event. The positive aspects of bringing together individuals representing all facets of post-secondary education in Canada to discuss the problems and the challenges that the universities and colleges face in the coming years were lost in the reporting. While it is understandable that the press should highlight the strongly negative reactions of some of the delegates as well as the general gloom and doom caused by the recession and declining budgets, it is nevertheless regrettable that the communication among people which did occur was not given greater focus.

From my perspective I found the conference an exciting learning experience. As well, it gave me a chance to talk to, and enlighten, many people who knew little about part-time university students. I found the opportunity to speak to so many people connected with post-secondary education, to listen to the speakers, and to take part in the workshops most worthwhile.

The tone of the conference reminded me of that which dominates our University where we are constantly being bombarded with doomsday scenarios. The fact that the University, and the post-secondary system in Canada, have very serious problems with which to deal is undeniable. But in the midst of all this, I couldn't help but reflect on the positive developments in regard to part-time undergraduate study that have occurred at the University of Toronto over the past few years.

These positive developments have come from within the University itself and from the Ministry of Colleges & Universities. The integration of part-time and full-time students in day and evening courses is one of the key elements of these developments. The ministry's operating grant manual clearly states that universities claiming financial support for part-time students should meet certain criteria including:

- the regular teaching load of faculty members should be without regard to



STEVE BEHAL

the time of day at which courses are taught so that winter evening courses are included in regular teaching loads

- the scheduling of classes on an integrated, extended day program which allows part-time and full-time students to enrol in classes offered during either day or evening hours

- academic regulations should be the same for part-time and full-time students

The advantages of an integrated system to part-time students are evident. Students, whether full-time or part-time, are not segregated, and evening course offerings can be better planned and are less susceptible to the vagaries of shrinking budgets. As well the academic quality of evening courses and of the degree earned on a part-time basis is ensured.

Integration has been in operation in the Faculty of Arts & Science on the St. George campus since the mid-70s. On this campus the letter and spirit of the law with respect to integration are followed quite closely. Unfortunately, however, the situation at Erindale and Scarborough campuses leaves something to be desired. Much of the teaching of the winter evening courses on these campuses is paid for on an overtime basis with the result being that with the terrible budget cuts that have taken place over the last couple of years, evening sections of courses at these two campuses have been vulnerable. For example, at Erindale 81

evening courses were taught in the 1981-82 winter session while only 65.5 are offered this session.

Integration is a crucial safeguard for part-time students. We are very concerned about the accessibility of courses to part-time students in the evening. We do not understand why integration has not been effected at the Erindale and Scarborough campuses to a much greater extent than it now is when the stipulations of the ministry's operating grant formula manual are so clear.

Part-time undergraduates at U of T are also integrated into the decision-making process. The University's governing structure offers part-time students, full-time students, faculty and staff the opportunity to participate. In fact, unlike part-time students in British Columbia who are forbidden by government legislation to sit on senates and boards of governors, and unlike part-time students at many other Canadian universities who are excluded from representation, part-time students at this university are *expected* to contribute to the decisions made at each level within the University.

In Alberta part-time students cannot complete a degree at any university with the exception of Athabasca which is a correspondence university. This dismal situation reminds me of the deplorable state of student services at U of T. While the University of Toronto has an excellent academic reputation, it unfortunately does not foster a positive atmosphere for human interaction. One need only glance at the student space in such buildings as Sidney Smith Hall where students eat their lunch sitting on crates or on the floor. As part of my job, I travel to many universities throughout Canada, and I can say that by comparison the amenities at our University are an unequivocal disgrace. This is due to the fact that the University of Toronto does not place a high enough priority on its non-academic services. And this affects all students — part-time and full-time.

When we are discussing these or any

other problems related to universities, priorities must be determined. The leaders of the universities must not only make the case for increased funding, but equally as important, they must determine how to spend the resources available to them in the most judicious way possible. That is why it is crucial to have forums such as the CMEC conference to discuss the problems and the challenges which the universities and colleges must face. This conference was the first of its kind, and provided delegates representing all sectors of the post-secondary system an opportunity to hear about and discuss the issues. I believe it was unfortunate that some delegates refused to take full advantage of this opportunity by their failure to remain for the entire address made by the keynote speaker. Perhaps I am naive, but I have always assumed that freedom of speech was not confined to a narrow set of ideas but encompasses all expression of thought. Thus to leave or bury one's head in the sand promotes stagnation rather than positive change and growth. In so far as communication is concerned, words are not enough. People have to learn to talk to each other rather than *at* each other. We are obviously facing very difficult times. The more that programmed rhetoric is replaced with innovative, original thought, the closer we will come to long-term solutions to our problems.

Christine Vercoe is president of the Association of Part-time Undergraduate Students, administrative director of the Canadian Organization of Part-time University Students and was part-time undergraduate representative on Governing Council, 1980-81 and 1981-82.

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Letters

The upward mobility of grass roots

I was amused to find in the lead article of the *Bulletin* (Nov. 8) that, in order to hear "... what people from the grass roots were saying", David Strangway convened a retreat for "... the University's principals, deans and chairmen". The article then assures us that they contributed much good and useful advice. Well done! However, the term grass roots used to have a populist connotation and to find the roots now so far up the tree (if I may be allowed this botanical liberty) is slightly disquieting. If chairmen are the smaller roots, what are we among whom they are set? And, following the analogy, what are students who percolate through the system? Evidently our upwardly mobile grass roots con-



stituency is also to be given the opportunity of advising David Nowlan on the future of research administration. Now, surely, this has usually been the prerogative of an adventitious root system, so go to it, fellers!

Malcolm Telford
Department of Zoology

Former botany chairman honoured

N.P. Badenhuizen, professor emeritus in the Department of Botany, was the eighth recipient of the Alsberg-Schoch Memorial Lectureship during a meeting of the American Association of Cereal Chemists in San Antonio, Texas. The lectureship was established in 1965 "to honour distinguished chemists who have made notable contributions to fundamental starch science". In 1969 the association had awarded Professor Badenhuizen the Osborne gold medal, its highest honour.

Prof. Badenhuizen started work on starch granules in 1936 at the instigation of J.R. Katz, pioneer of macromolecular chemistry. His work has been published in more than 90 scientific publications and four books. He studied at the University of Amsterdam, where he obtained his doctorate in 1938. Before World War II, he served as geneticist and biochemist at the Experimental Station for Vorstenlanden Tobacco in

Klaten, Java. After the war he conducted chemical-clinical work in the Red Cross Hospital of Bangkok for several months, then returned to the Netherlands where he subsequently served as cytologist in the Genetical Institute of the University of Groningen, and biochemist for the Royal Yeast Factory in Delft. From 1950 to 1960 he was professor and head of the Department of Botany at the University of the Witwatersrand in Johannesburg, and from 1961 on held the same post at the University of Toronto, retiring as chairman in 1971. Badenhuizen is a correspondent of the Royal Netherlands Academy of Arts & Sciences.

Bi-cultural scholarship for engineering

The Professional Engineers' Wives Association of Ontario has donated more than \$3,000 to the Faculty of Applied Science & Engineering to be used to establish an admission scholarship for a student who has demonstrated academic excellence and excellence in either of Canada's two official languages. The latter criterion was added to support the faculty's commitment to the bilingual policy of Canada and to encourage students to develop communication skills.

The first award of this scholarship will be in June 1983.

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U of T prof wins geologists' medal of excellence

Professor Tony Naldrett of the geology department is this year's recipient of the Society of Economic Geologists' SEG Medal. The medal is awarded annually for excellence and originality in the study of ore deposits. Prof. Naldrett is the second recipient of the medal which was presented to him on Oct. 20 at the society's annual meeting.

A renowned specialist on nickel and platinum ores, Naldrett has achieved remarkable blend of theoretical and applied investigations which have led to many new ideas enjoying current popularity in the study of the origin and exploration for these deposits. His research has carried him to nickel and platinum deposits all over the world and he has published 72 papers on his findings since 1965.

Prof. Naldrett received his undergraduate education at Cambridge University and his MSc and PhD degrees at Queen's University. He is a Fellow of the Royal Society of Canada, editor of *Journal of Petrology*, president of the Mineralogical Association of Canada and vice-president of the Society of Economic Geologists.

Past honours include the Barlow Medal of the Canadian Institute of Mining & Metallurgy, the Society of Economic Geologists' Thayer Lindsley Distinguished Lectureship, the Duncan R. Derry Medal of the Geological Association of Canada and the Hugh McKinstry Memorial Lectureship of Harvard University.

Memorial University honours Jeanne Manery Fisher

Professor Jeanne Manery Fisher of the Department of Biochemistry was awarded the degree of Doctor of Science, *honoris causa*, by Memorial University at its Fall Convocation Oct. 30. An eminent biochemist, Dr. Fisher has won international recognition among scientists for her work in electrolyte and plasma membrane research.

Manery Fisher attended the University of Toronto, receiving a BA in biological and medical sciences, and MA and PhD in 1935. Her postdoctoral training was obtained at the National Research Council in Biological Sciences at the University of

Rochester and at Harvard Medical School. She returned to U of T in 1938 as a junior demonstrator in the biochemistry department. In 1976 she was made professor emerita and the following year she received the Queen's Silver Jubilee Medal in recognition of her contribution to the scientific community.

Dr. Manery Fisher has served as vice-president of the Royal Canadian Institute and has recently been chairman of the Equal Opportunities Committee of the Canadian Biochemical Society with a mandate to raise the profile of Canadian women biochemists.

Chairman, Associates of Scarborough College

A.Z. Pengelly, director, corporate marketing and community services, Warner-Lambert Canada Inc., has been named chairman of the Associates of Scarborough College.

The Associates of Scarborough College was formed four years ago to help provide liaison between the community and the college. Pengelly has been an associate since the group's formation and participated actively with other members in the college's library building fund campaign.

He has been involved over the past 16 years with a number of social service and educational groups in Scarborough. He has directed canvassers and programs for the United Way, was involved with the Scouting movement for more than a decade, and was a founding board member and past president of the West Scarborough

Boys' and Girls' Club. He was recently awarded the bronze keystone award by the Boys' and Girls' Club of Canada for his long and devoted service to youth.

Five other Scarborough people have recently been named Associates of Scarborough College. They are Peter Langer, chairman and chief executive officer of Marborough Properties; E. Gerry Wright, executive assistant to the president, Philips Electronics Limited; William Parrish, former director of education (now retired), Borough of Scarborough; Peter Butler, principal, Chartland Public School and former principal of Scarborough Village (alternative) Public School; and Ronald K. Budd, principal, Woburn Collegiate Institute.



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Search committee for chairperson of commerce and finance program

The following search committee has been established to recommend a chairperson for the Program in Commerce and Finance, offered in the Faculty of Arts & Science in cooperation with the Faculty of Management Studies: Dean R.L. Armstrong (*chairman*), Faculty of Arts & Science; Dean D.J. Tigert, Faculty of Management Studies; Professors D.C. Thornton, Faculty of Management Studies; H.C. Eastman and D.A. Stager,

Department of Economics; L.J. Brooks and Varouj Alvazian, Social Sciences, Erindale College; and D.G. Cornell, Department of Computer Science.

The committee would appreciate receiving nominations and/or comments from interested members of the community. These can be made verbally or in writing to the chairman of the committee, or to any member of the committee.

Job Openings

Below is a partial list of job openings at the University. Interested applicants should read the Promotional Opportunity postings on their staff bulletin boards, or telephone the Personnel Office for further information. The number in brackets following the name of the department in the list indicates the personnel officer responsible. Please call: (1) Sylvia Holland, 978-6470; (2) Steve Dyce, 978-5468; (3) Jack Johnston, 978-4419; (4) Elaine Preston, 978-2112; (5) Barbara Marshall, 978-4834; (6) Penny Tai-Pow, 978-6496.

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Production Coordinator
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Media Centre (2)

TV Operator IV
(\$21,900 — 25,770 — 29,640)
Media Centre (2)

Programmer II
(\$19,750 — 23,230 — 36,710)
Mechanical Engineering (3)

Registered Nurse II
(\$21,900 — 25,770 — 29,640)
Medicine (2)

Assistant Director
(\$31,700 — 37,290 — 42,880)
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Classified

A classified ad costs \$5 for up to 35 words and \$25 for each additional word. Your name counts as one word as does your phone number, but the components of your address will each be counted as a word.

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Ads must be submitted in writing, 10 days before *Bulletin* publication date, to Marion de Courcy-Ireland, Information Services, 45 Willcocks St. Ads will not be accepted over the phone.

Accommodation

Clearwater, Florida. Three bedroom home. Close to beaches, tennis, and golf. Ideal for one or two families. U.S. \$250/week April-November; U.S. \$300/week December-March, extended rates on request. 978-7078 or 593-5186.

Three bedroom house, fully furnished, wood-panelled, fireplace. Casa Loma area. Non-smokers, references; March 1, 1983 for six months. \$1200 per month. Dr. M. Baker 363-3225.

Apartment Wanted. Furnished one or two bedroom apartment required by Visiting Professors (husband and wife team) from Columbia University, New York, January to April, 1983. Preferably within walking distance of St. George Campus or short TTC journey. Please call Sandy Giles 978-3350.

Executive type house for rent — furnished. Situated on Glenview Avenue, convenient to shopping and public transportation. Four bedrooms and study. Available after December first for a rental up to six months. \$1200. per month. Call 481-1812.

Country Week-end Retreat. Inside life centres around log-burning fireplace, outside — hiking, downhill and X-country skiing. Informal, well-prepared meals served family-style. Kendal Hills, S. of Peterborough. \$75 per adult, \$50 per child under 14 yrs., Saturday & Sunday 699-4290.

One-bedroom apartment wanted January through April for physician working at Sunnybrook Hospital. Call 215-886-9989 evenings, or write John Furman, 601 Lindley Road, Glenside, Pennsylvania 19038.

Sabbatical Home for rent: Pleasant roomy house, north Forest Hill area near parks, schools and transportation. Fully furnished, four bedrooms, 2 1/2 bathrooms, fireplace, all appliances including dishwasher, air conditioner, piano, cable TV, hi-fi. Available end of December to mid-August 1983. Rent negotiable. Must be rented by Dec. 1. Call 483-9633.

Furnished House for Rent. Broadview-Danforth, Sparkhall Avenue, 5 minute access to subway and streetcars. 2 bedrooms, study/sun room, renovated basement, rear garden with deck, residents' parking. Available 20 December 82 to 10 August 83. \$750/month plus utilities. Contact: Prof. E.T.C. Spooner, 978-3280 (office), 465-9677 (home).

Short Term Accommodation Needed. Visiting professor, wife and 2 children, ages 11 and 13, require furnished 2 or 3 bedroom apt. or house for December 1982 - March 1983. Preferably downtown or on subway line. References available. Please call M. Armour 929-0270 or Gilda at International Council for Adult Education 924-6607.

House for rent: Agincourt, Birchmount/Huntingwood. Furnished luxury doctor's residence, 4 bedrooms, 2 1/2 baths, Jan. 27 to July 31/83, steps to TTC, \$1250. Prof. Khanna (Bus.) 978-5204, (Home) 291-3557.

Cottage for rent: Luxury 3-bedroom lakefront for winter cross-country, summer swimming, fully furnished, prestigious exclusive Lake Simcoe area, 40 mi. from Toronto, also 3-bedroom guest cottage and boathouse. Prof. Khanna (Bus.) 978-5204, (Home) 291-3557.

Moore Park. Bright furnished 4-bedroom house with third floor studio suite. Secluded garden. January to July, \$1,200 a month. 486-6220 or 920-1036.

Short Term Rental. Avenue Rd. & Eglinton, fully furnished 2 bedroom duplex. Adults, no pets or children, references. Dec. 15 - Apr. 15. \$500 per month. 489-6407.

Pape/Danforth. Professional woman seeks temporary roommate(s) to share Riverdale flat. Ideal for visiting professors, research fellows, graduate students. 1 min. to TTC. \$90/week (negotiable). Call 461-7870 and leave message. CLIP FOR FUTURE REFERENCE!

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